

# City of Santa Monica Airport Conversion



RFP - SP 2461  
UPDATED AUGUST 4, 2023







ELINIKON METROPOLITAN PARK  
(FORMER ATHENS MUNICIPAL AIRPORT)



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## LETTER OF TRANSMITTAL

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**1 –  
Letter of  
Transmittal**



August 4, 2023

Dear Amber and the City of Santa Monica Airport Conversion Team,

Thank you for your time and the opportunity to interview for the Santa Monica Airport. It is truly a once-in-a-generation chance to convert the airport into a thriving new destination; a place that provides equitable access to a new central park, and places to connect with each other and nature.

We are thrilled that our proposal resonated with you all! Hopefully you could see our passion for this project during the interview and our excitement to move this process forward. We appreciate the chance to make any tweaks to our proposal that reflect the questions asked, as well as the conversation in the interview.

Our two main updates include more detail about our sustainability approach and our engagement approach. We did not adjust our fees because we know how to be effective and efficient and we will work within the allocated fee to complete this effort. We also know that as this project moves forward we will be your partner in figuring out how to best allocate funds to move this project towards implementation.

First, we want to reinforce that we integrate sustainability into everything we do. We included touchpoints and deliverables that would be associated with each task in our revised proposal. We recognize that each process for sustainability needs to be curated to the site and community and client goals. This is how we started The Ellinikon Park project which recently won the [World Architecture Festival Award for Climate, Energy, & Carbon](#). This is also how we set up projects to be resilient and comfortable in the face of climate change and extreme weather, such as our recent work at Reid Park in Tucson, AZ creating an urban heat island effect refuge within their central park. We look forward to bringing our group of nerdy enthusiasts to Santa Monica!

Secondly, we wanted to detail out how we will all work together to get through an intensive community process. As Peter mentioned, this will be a long relationship with an engaged community. No community is the same and that is why each approach needs to be crafted for the community we are working with. We want everyone at the end of this process to be saying, "We did it!", just like the example Josh gave around the Greenwood Community Park. We applaud you all in bringing Healthy Democracy to this project and we are thrilled to work with them. We also know that this is their largest effort to date and furthest they have ever gone in a project. Sasaki has years of experience in this realm, and I personally have built my career on working with communities to transition a project into a built reality.



An ongoing example of this is my work with the City of Madison on an entire new waterfront park and their Ad-Hoc committee for the past year. The committee includes representatives from the Ho-Chunk nation, the university, the Frank Lloyd Wright Foundation, and the City of Madison. We are now in the final stages of council adoption with overwhelming support from the entire city. We know these processes and we are here to help!

We have curated an outreach approach for Santa Monica that builds off of Healthy Democracy's approach, but adds missing ingredients that we know are needed to create a beautiful meal. Sasaki, in partnership with the City, and The Robert Group, will help with the larger outreach of Santa Monica and the surrounding region. We also know how important it is that outreach resonates with the people to ensure we build trust. The Robert Group is that organization and has done this on some of the most complex projects in the area. We also see the City of Santa Monica being critical in the process to ensure consistent messaging. Our first meeting will be to sit down with Healthy Democracy and the City of Santa Monica to go over the schedule, Healthy Democracy's process, our process, and share lessons learned from prior projects. Together, we can move this project forward and move into a phase 1 and then into implementation.

A few months ago, I went to see the Santa Monica Airport and got goosebumps. The potential here is astounding. I want to reiterate our firm's commitment to the Santa Monica Airport Conversion project. The people you saw on the interview and the leadership team will be the team you see for the next two years and beyond. As the principal-in-charge, I will be with you all every step of the way to ensure this process goes smoothly and is fun!

We look forward to hearing from you all.

Best,

A handwritten signature in black ink, appearing to read 'Anna Cawrse', with a stylized, flowing script.

Anna Cawrse, PLA, ASLA  
Principal-in-Charge  
970.443.9306 | Fax - N/A  
acawrse@sasaki.com  
Primary Contact | Authorize/Negotiate Contract





# **2 – Scope, Approach, and Project Work Plan**

# Our Approach

A process like this must be methodical in nature, building consensus every step of the way to ensure there is a solid foundation of site understanding, a clear and agreed upon set of guiding principles, a collective acknowledgment of the opportunities and constraints, a belief in the trade-offs that each scenario presents, an excitement around the final vision, and an agreement on the process to deliver. Our team sees ourselves as your strategic partner that can facilitate the complex conversations between the various stakeholders and the broader public. We are listeners first, storytellers second, and technicians third. We believe through this mentality, we can check egos at the door and roll up our sleeves with you to push this project forward.

Our approach to this project is built on our deep understanding of these types of projects. We are fortunate to work across scales and client types—giving us the ability to consider a multitude of perspectives throughout the process. We are as comfortable in discussions with city engineers as we are with school children and work collaboratively to develop not *our* vision, but the vision born out of process.

In the following pages, we have crafted a step-by-step process based on the scope of work outlined in the RFP. First and foremost, our team has the capacity to push this project forward. As a national practice, we have a deep bench of staff that can ensure every deadline is met and that we are never the ones that are holding up the process. Additionally, we will utilize our local office for core project management responsibilities. We know that this project will need to flex throughout the process with periods of intense production and periods of listening. Our schedule and work plan reflect this understanding.



# Our Working Style

Foundational to our approach to this project are four overarching themes for how we work and why we think it is important for this project.



## VISIONARY PRAGMATISM

Our team is constantly pushing the boundaries of what is possible in our urban context. We generate big ideas that can change the course of a project. We push our clients and the community to think bigger and offer innovative solutions to tackle the most critical challenges. At the same time, we do not turn a blind eye to the realities of a project's context, either politically or technically. It is that balance that offers our clients the most value. With every big idea, we are laser focused on how it could happen and never bring just problems to a conversation; we always come with solutions. This project is long-term and has almost unlimited potential. At the same time, there are a lot of complex hurdles that must be overcome. Our team has the right balance of visionary pragmatism to make this happen.



## INTERNATIONAL AND LOCAL

Sasaki is not a gigantic practice—which means the people that you are working with are the ones that are working all over the world. We bring this international perspective to everything we do to ensure that we do not get stuck in the business-as-usual mentality. We can pull from our work on airport conversions in China, Europe, Canada, and the US to lend credibility to the exercise. At the same time, our team has extensive and ongoing experience in the Southern California and greater Los Angeles area. From our studio in Hollywood, we can credibly say that we understand the processes, the climate, and the cultural and political undertones and can ensure that we are always being sensitive to those issues. This project will require us to turn down or turn up these personalities depending on who we are talking to and what we are talking about.



## STORYTELLING FOR COLLECTIVE UNDERSTANDING

We believe in the power of storytelling to help overcome a project's biggest challenges. Far too often possibilities are left on the table because they are not clearly understood. That is always the seed of division. Our team utilizes compelling and approachable graphic styles to explain even the most complicated systems and issues. We create diagrams to clearly draw links between site issues and design responses. We distill information into lay terms to ensure that it is understood. We generate ideas quickly and early so that they are malleable and we speak about planning and design in terms of the "day in the life" of end users. This approach to design means that we are doing it together with the community which is the only way that this project will be able to garner consensus.



## PROCESS AS WELL AS PRODUCT

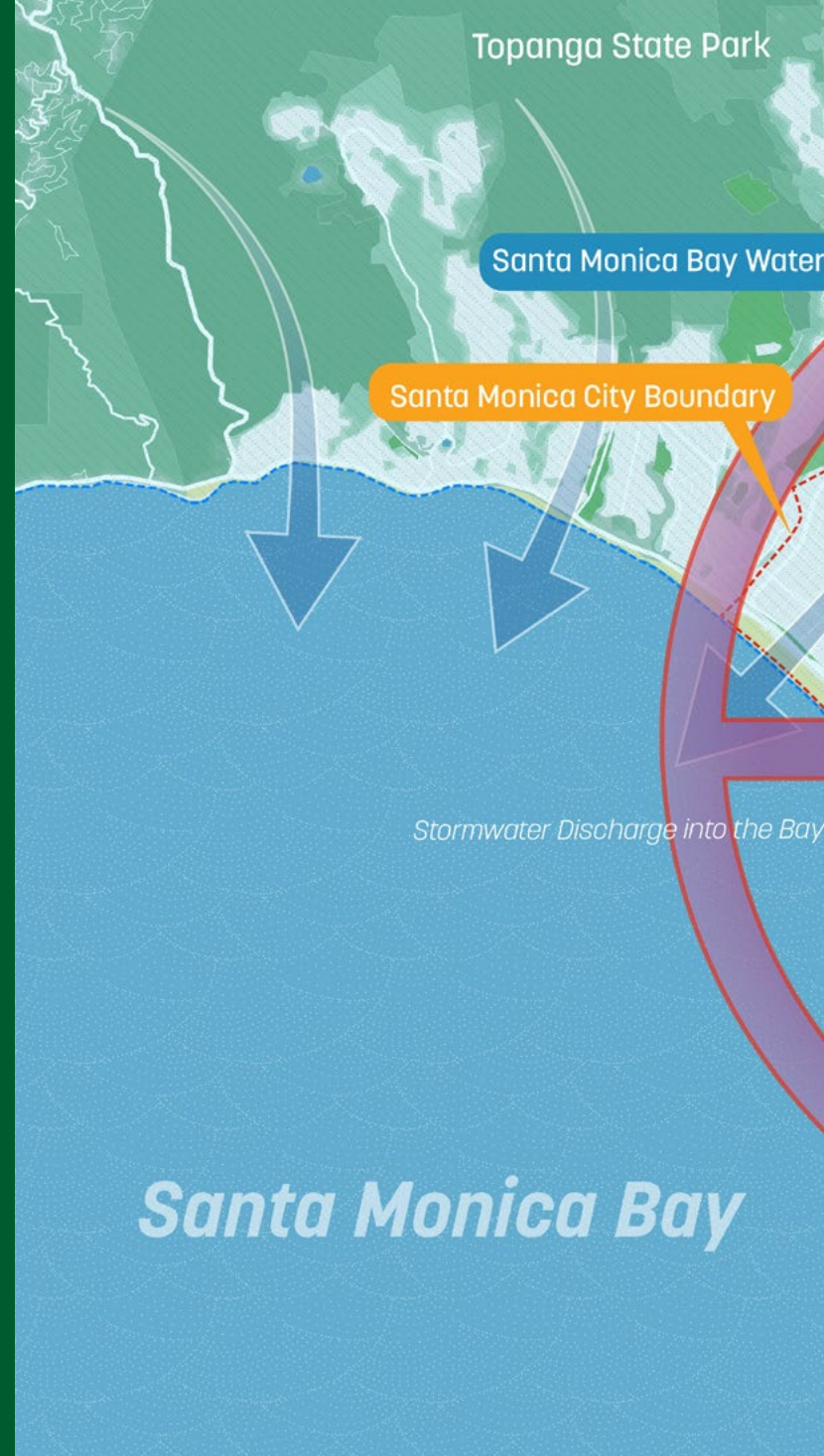
Sasaki prides itself on being great to work with. We like to be fun, down to earth, transparent, rigorous, communicative, and iterative. We believe that the process is as important as the product for both our clients and the larger public. We are always thinking about how and when information should be shared with various groups and constantly developing ways to make it easier for clients to engage in the content. We build custom tools to help with communication and workflow to shorten, or eliminate, the duration between comments and adjustments. We can go however fast or however slow is needed without risking quality. There is a reason we often find ourselves involved with incredibly long and methodical projects. This project is no different.

## Project Understanding

We understand the magnitude of this project. This is a once-in-a-generation opportunity to transform 227 acres that support a single-use site into a use that supports the built-out urban fabric of Santa Monica; a large central park. This is Santa Monica's chance to do something momentous. We know that this is an opportunity to create a major investment in balanced infrastructure, a chance to deliver an incredible central park that speaks to the culture of the city, and a chance to create a sustainable future that will have an influence far beyond its physical boundaries.

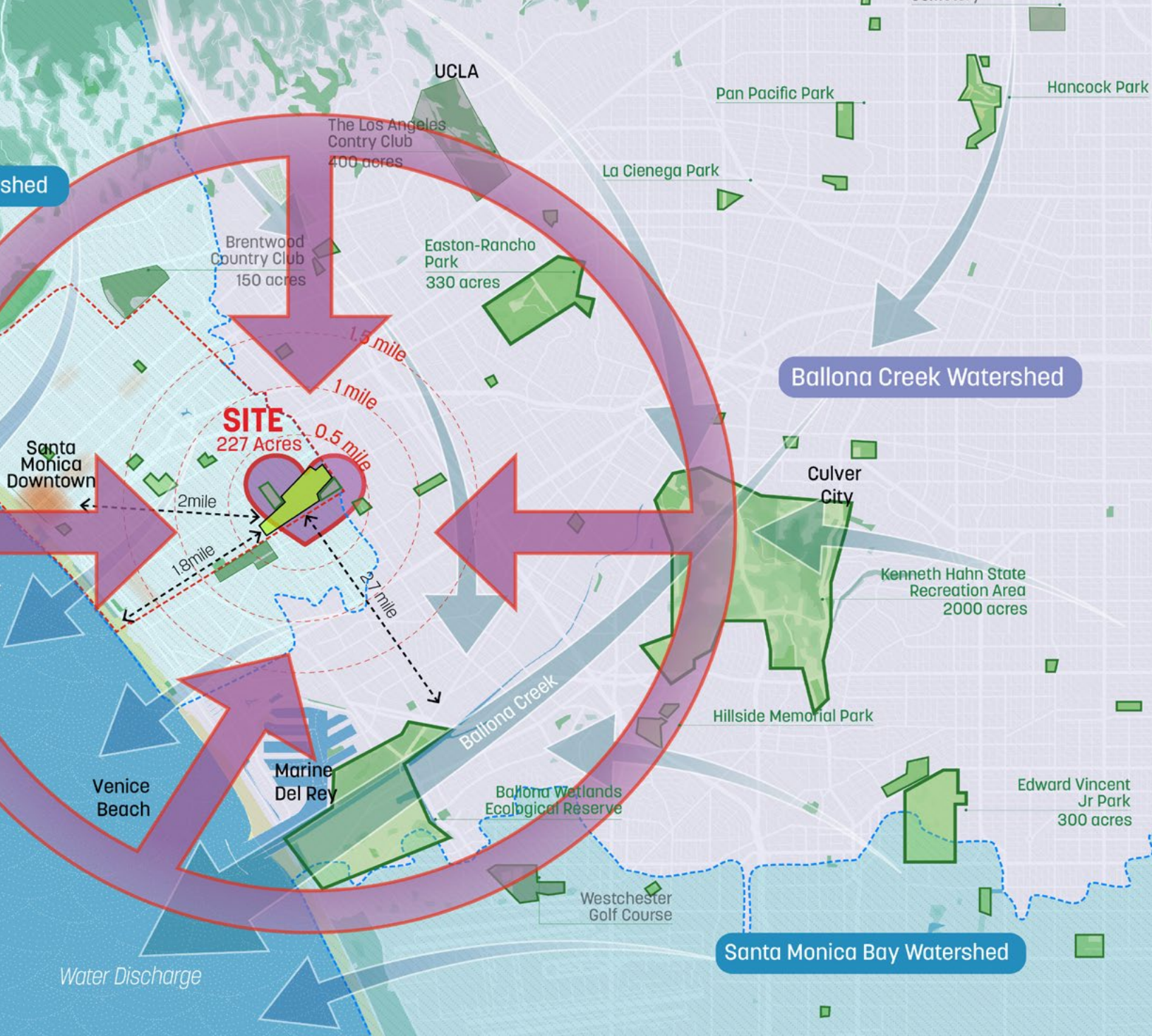
At 227 acres, this site is the largest contiguous parcel within Santa Monica. It is the gateway to the city from the east, and has an incredible synergistic opportunity with the adjacent business park—which will be undergoing its own redevelopment planning over the coming years. The dense surrounding neighborhoods present a captive audience for users of a future great park. However, the surrounding edges each have their own challenges that must be addressed. To the north, the connections to Ocean Drive through the business park must ensure that the edge of the site—which currently hosts the most architectural assets—becomes a strong urban edge and not the back-of-house. To the south, ensuring coordination with the City of Los Angeles will be critical to establish seamless integration with Mar Vista. To the west, connections with Clover Park and the Penmar Golf Course present an opportunity for larger open space connections within the city. Finally, to the east, overcoming Bundy Drive and making connections to Gateway Blvd and National Blvd will be critical.

At the site scale, there are many issues to contend with. There are dozens of existing buildings of various age, condition, and quality—including several with architectural value such as the terminal, the Atlantic Aviation building, and the air traffic control towers. There are a number of larger hangar structures that could be utilized for numerous flexible uses. There is also a tremendous amount of pavement and infrastructure that must be contended with. Given its past use, there are likely forms of contamination that will need to be mitigated. Lastly, the site's environment and ecology have been greatly disturbed based on past use. Rebuilding those ecological systems will be incredibly complex.



Culturally, this site can play an important role in defining who Santa Monica is. The city is a remarkable tapestry of local neighborhoods and very tourist-centric destinations like the Pier and 3rd Street. This site presents an opportunity to deliver a uniquely local experience and destination.





While there are numerous challenges, we believe that all of these can be design opportunities. There is an immense amount of potential on the site from the incredible views, to undulating topography, to the visible history to a committed community. These can become the building blocks of our plans!

After our review of the site and the background materials, and based on our extensive experience with these types of projects, we believe the following themes help transform those large challenges into project opportunities.

These ideas are expanded on in the following pages:

- ▶ Ecosystem Restoration on a Mega Scale
- ▶ Quick Wins Change Hearts and Minds
- ▶ Balancing the Need for Open Space with Other Community Needs
- ▶ Creating a Beacon of Sustainability
- ▶ Reuse, Repurpose, and Revitalize
- ▶ Community Driven, Implementation Focused



# #1 Ecosystem Restoration on a Mega Scale

**Sites like this—which have had their ecological systems wiped out—present an incredible opportunity to restore natural processes and build a resilient ecosystem that can grow and be sustained for generations to come.**

This means considering water, soil, planting, and current and future climate impacts in a very intentional manner. Using ecological restoration principles as a guide, a framework can be developed to jump start ecological succession, provide beneficial habitat on day one, and plan for a landscape that grows and becomes more diverse and structured. Sites like these require massive amounts of materials for restoration—from plants to soil amendments, which means we must think creatively for procurement. This type of thinking must become an integral part of the early planning processes by understanding the flows of material, the capacity of industries to provide the material, and the processes needed to place and establish the materials.

We must also use ecological processes to help supply these materials overtime- such as planting early successional plant species that can be dispersed by birds or wind, or creating nurse-tree groupings to protect young and sensitive species during establishment. This likely means considering the site not as a static design element, but as a sequence of dynamic processes that ultimately produces an outcome based on a series of parameters. Establishing native vegetation at this scale, when starting from scratch, will require working with local nurseries to begin contract growing material, sourcing local genotype seeds and plants to ensure the greatest success rate, creating long-term maintenance and management plans, understanding not only permanent conditions but also future climate projections and temporary processes—like intentional flooding, prescribed burns, and weed management—that will become part of the design process. Our team understands these incredibly complex processes and we bridge the science of ecology with the art of design to strategically and elegantly craft these systems and processes.



Spectru



**TURNING A DIRTY PAST INTO A WORKING FUTURE | BONNET SPRINGS PARK**

Bonnet Springs Park was a thriving Railyard from 1880-1940s. Then, in the 50's the railyard shut down and the 168-acres site sat as an abandoned brownfield for over 40 years. Just like Santa Monica, the site's use was not reaching its full potential, nor reflecting the community surrounding it. Sasaki was hired to transform the brownfield into a new central park that included adjacent residential, the Florida's Children Museum and Nature Center, and new programs that showcased the unique ecology of the site.

Over 300,000 cubic yards of contaminated soil required removal or remediation. Rather than exporting the contaminated material or capping the entire site—two options that would have been costly and had negative off-site impacts—Sasaki decided to incorporate a remediation strategy as an integral component of the design. Two 35-foot tall hills were created with the contaminated soil and thus provided space for an event lawn, integrated architecture, and mitigation from adjacent noise. The site's previous use as a train yard completely removed any notion of nature from the site due to the natural drainage patterns filled in and every ounce of vegetation removed. The design team worked to unearth a natural spring and restore its alignment to a healthy corridor that cleaned water before exiting the site. The team also constructed a myriad of new meadows, forested areas, and wetlands that create acres of new habitat which are actively cleaning soil and water, as well as providing new tree canopy to combat Florida's summer heat. Sasaki's integrated landscape architecture, ecology, and engineering teams worked to seamlessly marry performative ecosystem services and experiential design.



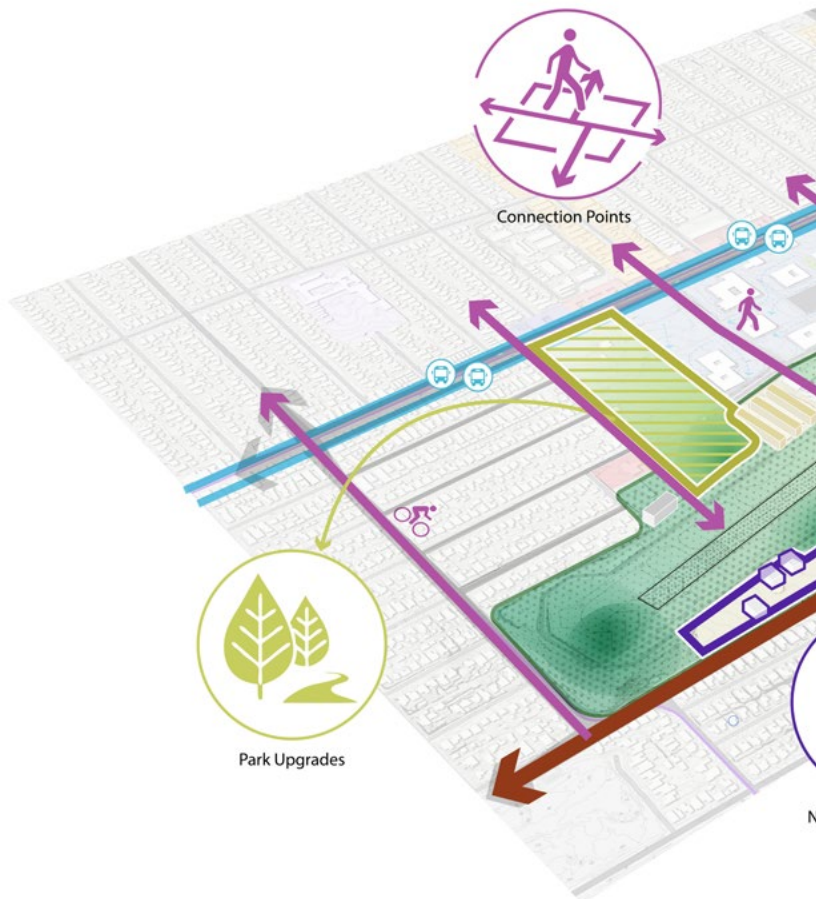
## #2 Quick Wins Change Hearts and Minds

**The long-term nature of a project like this can lead to community engagement fatigue and impact the sentiment community members hold towards the project. We believe that quick wins and pulses of celebration will keep the community engaged the entire time.**

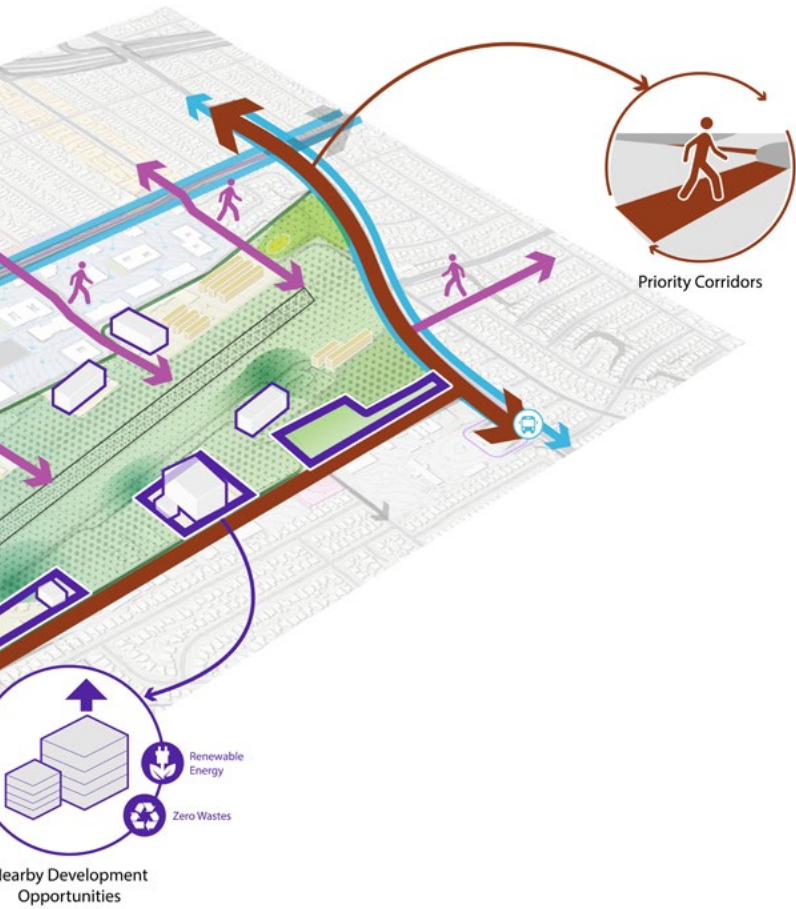
It will be critical to understand not just the overall vision for the site through the planning process, but to clearly articulate the process that needs to happen to achieve this vision. Specific plans, entitlements, infrastructure planning, implementation partnerships, land leases, and governance structures are not something that the average person thinks about. This work will need to create ways to tell that overarching story in compelling and simple terms. Additionally, with such an ambitious objective, creating early wins that deliver on some of the project goals will be critical.

We understand that there are still complexities that need to be worked out from an airport closure standpoint, but there could be opportunities to make interventions earlier rather than later. Some of these things could be related to upgrades to surrounding infrastructure to start building out future connections, others might be seeking creative ways to demonstrate the future by finding space within existing buildings or on site to invite people in to see models, renderings, or other collateral similar to a leasing center—which we recently did at the Athens Airport conversion. There could also be opportunities to think about upgrades to adjacent areas such as Clover Park or adjacent redevelopment opportunities on the south side of the property.

Additionally as the land does become available, thinking critically about what we call “Phase 0” will be important. This could be low-cost temporary activation such as onsite tree nurseries, large-scale art installations, or crafting early landscape interventions that allow use, but also start the land healing process. Maybe we could test successional ecological strategies to understand what works best in this specific location. Our team engages with clients across the world to not only tell the story of long-term plans, but also in interim site activation strategies that can become catalysts for greater change.





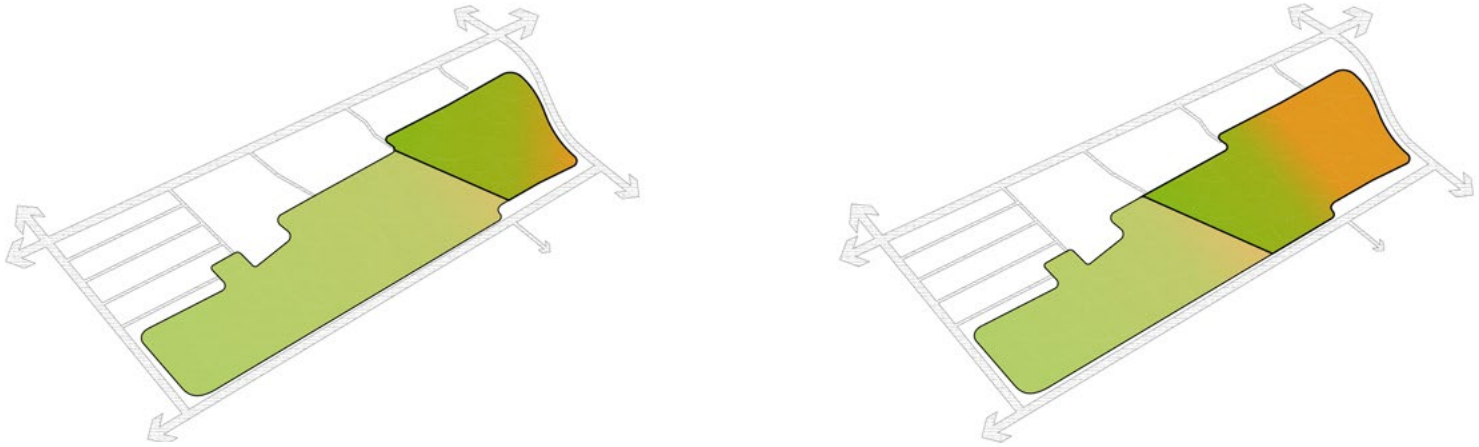


### FROM PARKING LOTS TO PARTIES | THE LAWN ON D

The Lawn on D—a flexible, vibrant, and temporary urban space—was designed to be an early arrival on D Street in Boston’s Seaport, setting the tone for civic impact and expressing the ambitions of a new district. This new district aspires to be interactive, flexible, technologically advanced, inspired by art and events, and inclusive of many constituents (residents, workers, conventioners, tourists). The Lawn on D demonstrates and pilots these ambitions, testing spatial configurations and programming that will eventually be deployed to a future event space that will become the heart and focus of the new district along D Street. It was designed for cost-effective implementation, flexibility, and ease of transformation. Sasaki and HR&A worked on this project to deliver a twofold objective; first to create a catalyst for an area that needed tremendous investment and second to create a space that could generate revenue to maintain itself. This has resulted in one of the most visited public spaces in all of Boston!



# #3 Balancing Needed for Open Space with Other Community Needs



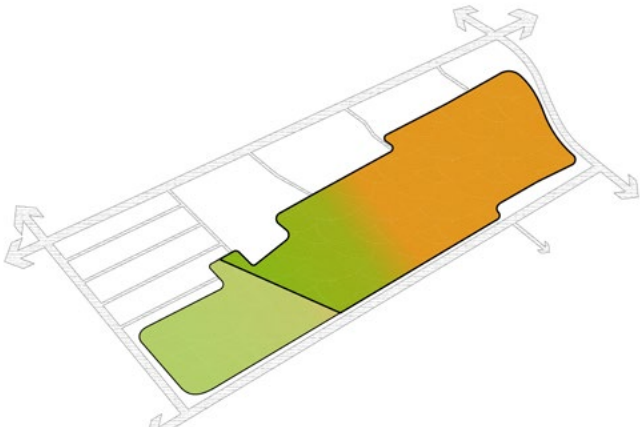
**% Open Space**

**We understand the discussions that lie in the city around providing a 'Great Park', meeting the present and future needs of Santa Monica, and utilizing innovative financing strategies.**

Santa Monica has a distinct "beach town" vibe that so many in the community cherish. However, there is also a growing affordability issue and pressure from state powers to deliver more community opportunities, and the desire to spread growth throughout the region. This tension has played out in local politics and with other large-scale developments in recent years. We also understand the sentiment that has surrounded this project in its recent past to create a 'great park' on this site and that Measure LC prioritizes recreational, cultural, and educational needs.

With this process, there will need to be a balance of both sides of this story that are inherently tied together. Through creative financial processes, a situation could be created where private assets helps fund public good or state and/or Federal funding is explored. There is great potential to analyze existing buildings on site for potential additional revenue generating uses. This desire will take a significant amount of funds and understanding the financial mechanics of how to deliver such a large-scale public benefit will require creative mechanisms. The planning will need to work through these scenarios and be ready to discuss trade-offs on space, impact, and economics. Our team will test economic scenarios prior to the three scenarios to ensure that each option we show is economically feasible. Day 1 we will ensure people are involved in this scenario generation and understand the potential of such a catalyst site.





**% Other Community Needs**



As the famed urbanist Jane Jacobs once said “great parks have great edges” and in order for this to be a truly ‘great park’ it will need to be supported by great surroundings. The trick will be doing that in a compelling and context-sensitive way. Each of the site’s edges presents an opportunity to think a little bit differently about how this integration happens. Some edges may have little enhancement, some may have similar density to what is surrounding.

There will need to be a very detailed analysis of how any land-use choices impact the surrounding communities in terms of solar access, traffic, parking, noise, financials, and more. Our team deeply understands this process and works with private clients and municipalities to explore these types of complex, politically charged issues and to diffuse heated moments through great storytelling and rigorous community engagement.

**AN URBAN DISTRICT WITH A PARK I  
JOHN G. AND PHYLLIS W. SMALE RIVERFRONT PARK**

The John G. and Phyllis W. Smale Riverfront Park is a 32-acre park along the banks of the Ohio River in downtown Cincinnati. The largest in a series of public parks along the high banks of the river, the park is framed by great city landmarks including the Roebling Bridge, the National Underground Railroad Freedom Center, the Paul Brown Stadium, and the Great American Ball Park. With implementation currently underway, the riverfront park completes a necklace of open spaces on the river, links statewide recreation trail and bike systems, and reconnects the heart of downtown Cincinnati to the great Ohio River. Sasaki’s design for the park creates an appropriate setting for the Roebling Bridge—a historically significant architectural icon—along with areas for large gatherings, passive recreation, and programmed events. The park acts as a setting and catalyst for civic activities and entertainment venues and is supported by partnerships with private and public funds. Typical park events range from small picnic-like activities to larger pre- and post-game activities for the Bengals and Reds, concerts, and Tall Stacks—a music, arts, and heritage festival which brings 350,000 visitors to the downtown.



# #4 Creating a Beacon of Sustainability

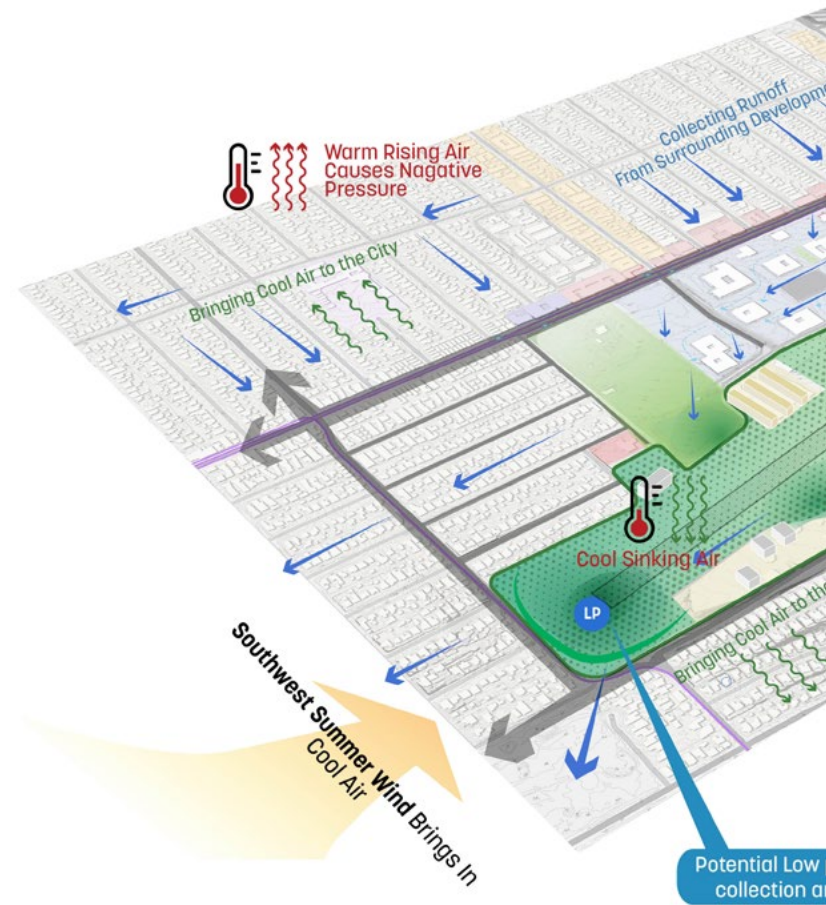
**We understand the city’s desire to create a model of sustainability with this site using the Living Community Challenge. This project is important for what it means for the environmental impact and what it means as a model for implementation within Santa Monica and as a model for the larger Southern California community.**

First, we need to consider the environmental impact of a proposed design. The embodied carbon within the site that is embedded into the concrete runways and the buildings presents an incredible challenge. Reuse of existing elements and keeping them in place will be key to our sustainability approach.

Secondly, the new construction will also be immense. We design with environmental stewardship in mind, by modeling embodied and operational carbon, as well as tracking the years until we can achieve carbon neutrality. Sasaki’s precedent-setting research into carbon led to the development of the Carbon Conscience App—a tool which will be very helpful in this endeavor. In addition to the embodied carbon, there is an incredible opportunity for this site to be a critical part of the regional stormwater management and water harvesting system to reduce the demands on offsite water imports for specific functions like irrigation, toilet flushing, building cooling, and other non-potable water uses.

We can also make a large impact on urban heat resilience issues. Our team has currently been working with the City of Los Angeles to analyze urban heat and developing mitigation strategies, and we can analyze the outdoor thermal comfort implications of alternative designs for the airport site. Given the public ownership of the land, there is an opportunity to develop very ambitious goals and design guidelines for all new construction that lays out rules for material use, building performance, and heat mitigation. Finally, there is an opportunity to use real biophilic design principles to create a health and wellness district that places human comfort above all else.

Our team has extensive experience in developing net-zero buildings as well as district decarbonization plans for both developers and university campuses. These include the mixed-use district Lakeview Village in Ontario, Massachusetts Maritime Academy, and the University of Minnesota. The lessons we have learned from our net-zero architecture practice have been invaluable in developing sustainability guidelines for our planning practice that lead to aspirational and achievable impacts in implementation phases.







### RUNWAY TO THE FUTURE | XUHUI RUNWAY PARK

As the first SITES Gold project in mainland China, Xuhui Runway Park is an innovative urban revitalization project that breathes new life into a unique piece of Shanghai’s history. An integrated stormwater system serves as a pioneer case of “Sponge City Practices” in mainland China. The linear series of constructed wetlands actually capture stormwater from surrounding developments and streets, then cleans and infiltrates the water through new habitat modules that were formed. This also provides spaces for urban wildlife. This stormwater capture system also provides about 50% of the site’s irrigation needs through strategically placed underground cisterns.

The design reused a tremendous amount of materials on site—including several buildings and a huge percentage of existing runway concrete. Some of this was done in-situ and some of this was farmed on site and turned into gravel or other decorative pavements. Site materials were also sourced locally including alternatives for tropical woods. The design uses onsite energy capture on the community buildings and throughout the park to power the entire park’s lighting system. The park is built on top of a subway station and connects the surrounding residential development to transit through ensuring that the last mile is safe, comfortable, and convenient





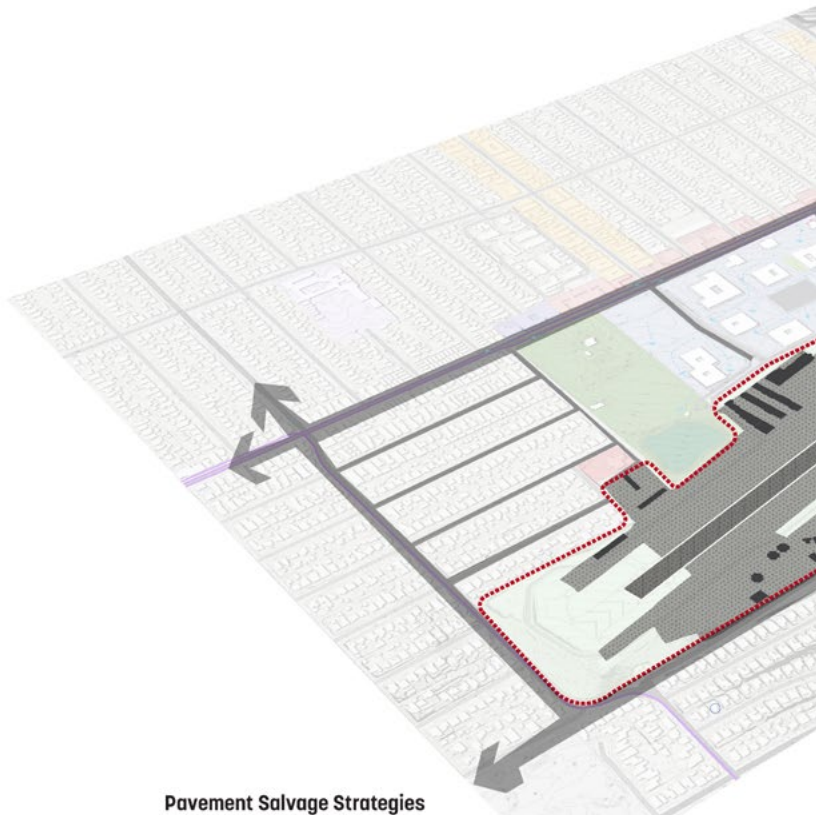
# #5 Reuse, Repurpose, Revitalize

**This site should not be thought of as a blank slate. There is a layered past of history and infrastructure that should be celebrated and capitalized upon to create authenticity, but to also bring community together.**

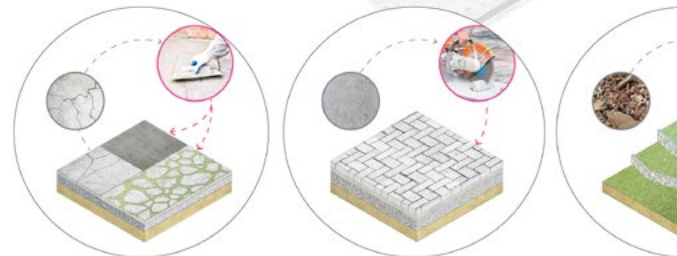
Now, over 90% of the site is currently paved in a combination of asphalt and concrete. Airport runways are incredibly thick, meaning there is a large amount of embodied carbon existing on site. Finding ways to ensure that as little of that leaves the site as possible is critical. There are dozens of existing buildings—some more historically- or architecturally-rich than others—that could find new lives within the long-term plan or even in the short-term.

Special structures like the terminal or the air traffic control tower could see exciting new futures as key civic buildings or destinations that create a hub for life. Imagine a “Terminal Hall” as the focal point of a new “great park” destination and a jumping off point to the larger park space. Lesser hangar buildings are largely flexible spaces with unique structures that are easily adaptable or easy to deconstruct. Could these facilities become follies in the larger landscape, be repurposed to provide shade over sport courts, or become hubs for artists or maker spaces that are available to the community?

Lastly, with such an immense project there will be impacts to the surrounding communities. There is an opportunity to think creatively and critically about what these impacts are, and how they can be managed—either as a positive or negative externality. For example, is there an opportunity to work with the adjacent property owners of the business park to the north to think about how their development and this site bleed into each other? Is there a need to think about potential mitigation measures for lower income residents, or renters in the area? Or is there an opportunity to use this project to spur further investments in transportation and land use that have positive impacts on the existing community? Our team understands that this project is focused on the airport, but we also understand the larger, complex policy and urban context that this project must be thought of through. Sasaki knows that these are all issues that will arise in later specific plan efforts and considering them as fundamental parameters of this planning exercise will only make the process smoother.



### Pavement Salvage Strategies

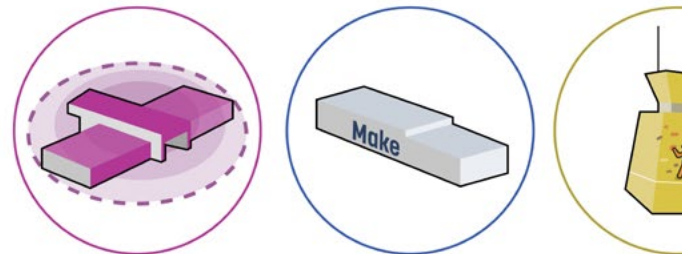


1. Reuse in Place (Refurnish)

2. Cut to Make Pavers

3. Use for Ru...

### Building Reuse Strategies



1. Establish Major Cultural Assets

2. Conversion of Hangars to Maker Space

3. Establish Landsc...



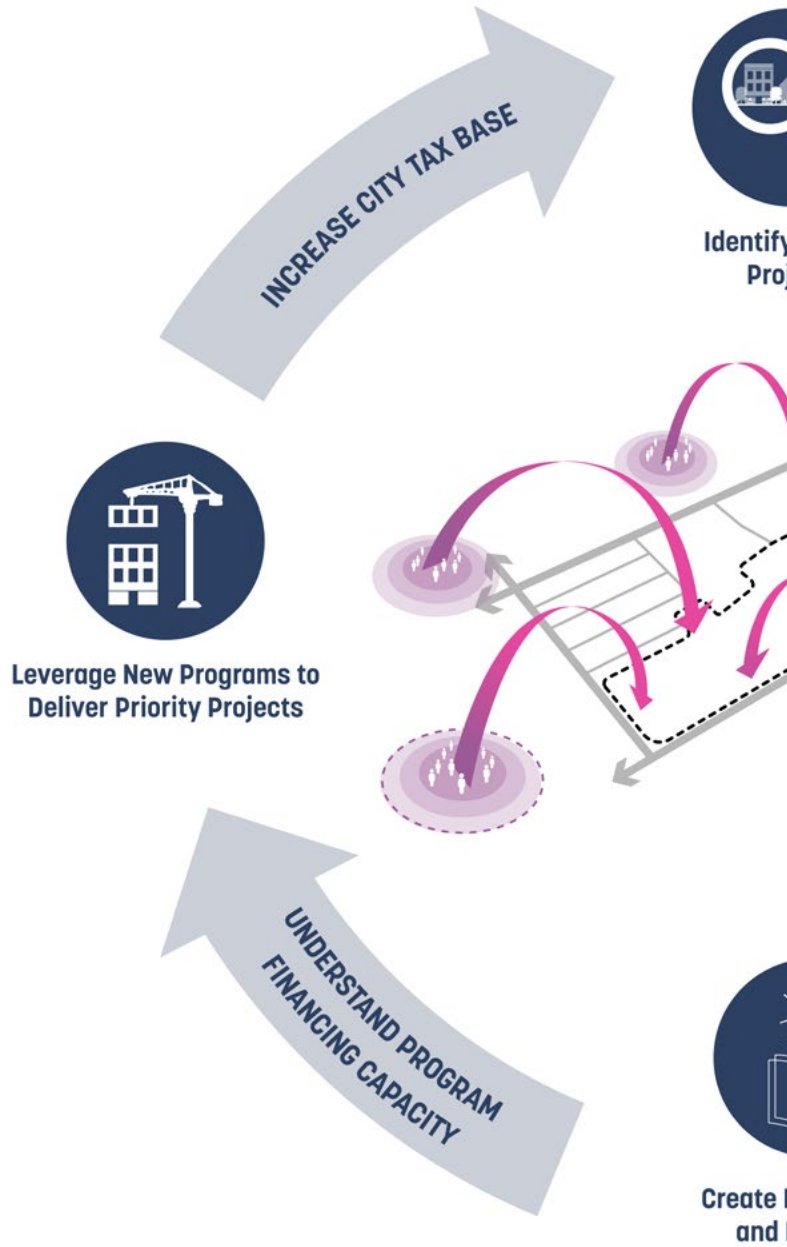
# #6 Community in Mind, Implementation Focused

**Given that this is a publicly owned piece of land, there is going to be immense pressure to deliver a public good as the primary measurable objective. We need to start by understanding the past to inform the future.**

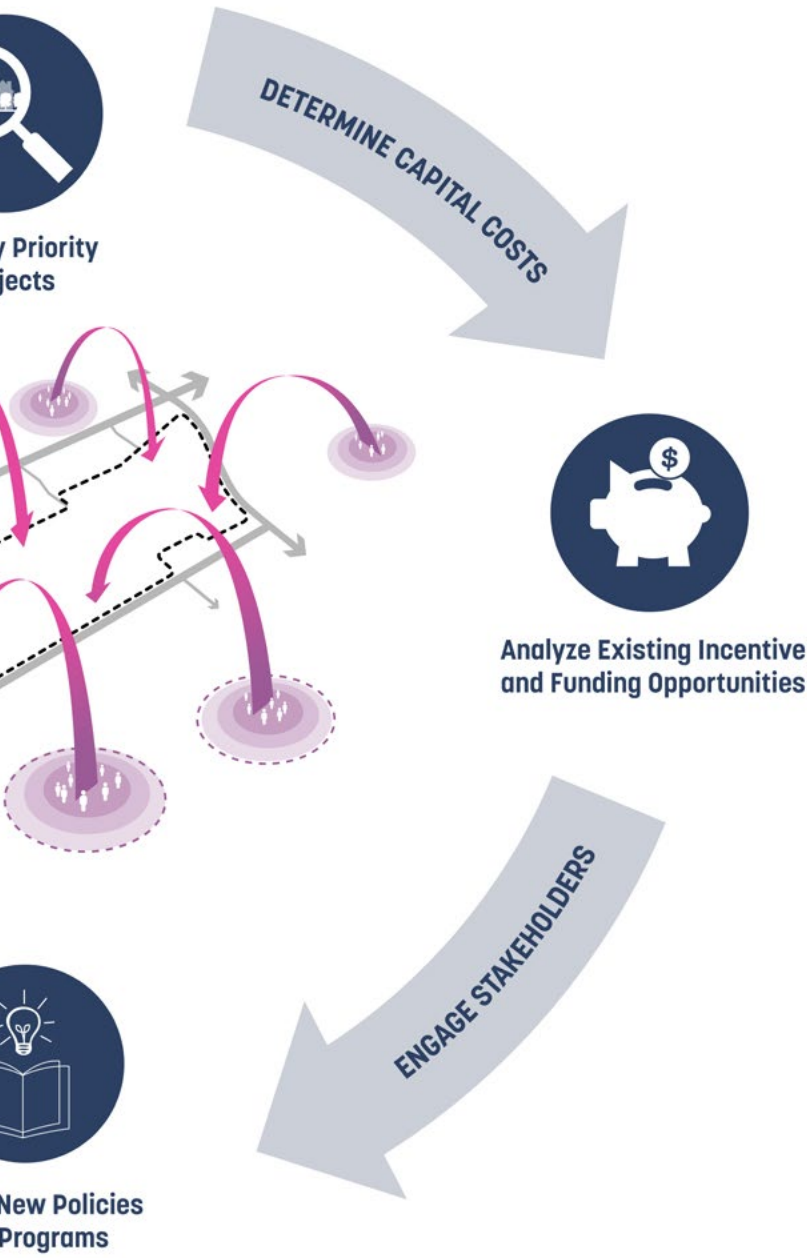
The site’s history goes back to the Hokan-speaking Tongva nation, and before that to a rich floodplain and thriving coastal prairie. Santa Monica proper was formed by two entrepreneurs as a hopeful, prosperous industrial port. When that failed, the natural scenery and environmental factors ultimately triumphed, turning Santa Monica into the destination we more commonly know today. We now have an amazing opportunity to do something for the people of Santa Monica while respecting the past of this site.

However, the implementation of this idea is incredibly complex and will require individuals across the public and private spectrum to realize this goal in the most responsible way. This notion of public good vs private interest does not have to manifest itself as at-odds with one another. The opportunity to create authentic, accessible, and equitable open space is immense. The opportunity to provide balanced and supporting community usage is immense including creating cultural and community hubs that illuminate the significance of the site’s past is immense. This is an opportunity to put the community first, to understand their needs, and then to use every tool at your disposal to deliver on those ideas.

Responsible opportunities for private investment can be blended seamlessly with the desire for public good to do just that; implement. This could take place as programming functions and spaces within the larger, open space fabric—but also through creative methods for land leases or disposition strategies for private partnerships on site. These strategies could add an incredible amount of value to the overall project and could help kick-start public investment through providing a targeted revenue stream for the city. It could also provide sustainable funding sources for ongoing operations and maintenance through value capture mechanisms that are put in place through the governance and policy frameworks that surround the project. Furthermore, private investment could be guided to provide some of these public goods through incentives or guidelines. At the end of the day, this project must contemplate the myriad of implementation processes, policies, and partnerships that can lead to the best outcome. Our team understands the interconnected nature of these types of complex redevelopment projects and can offer a tremendous amount of strategic guidance and support to the city.







### RECASTING AN INDUSTRIAL AND UNDERUTILIZED WATERFRONT | CHICAGO RIVERWALK

The task at hand was technically challenging. The design team, for instance, needed to work within a tight permit-mandated 25-foot-wide build-out area to expand the pedestrian program spaces and negotiate a series of under-bridge connections between blocks. Further, the design had to account for the river’s annual flood dynamics of nearly seven vertical feet. As a new connected path system, the Chicago Riverwalk design provides both continuity and variety for a park visitor. The distinct programs and forms of each typological space allow for diverse experiences on the river ranging from dining opportunities to expansive public event programming to new amenities for human-powered craft. At the same time, design materials, details, and repeated forms provide visual cohesion along the entire length of the project. Paving, for instance, mirrors the contrasts of the existing context: A refined cut stone follows the elegant Beaux-Arts Wacker viaduct and bridgehouse architecture, while a more rugged precast plank flanks the lower elevations and underside of the exposed steel bridges.



# Scope/Project Work Plan

For every project, Sasaki curates an approach and detailed work plan that best fits the project and client's needs. In the text that follows, you will see how we structured the content from the RFP in a way that we believe works best with the overall process including the collaboration with the democratically selected panel. This is meant to be a starting point, not a detailed scope of work. If we were to be selected for this incredible project, we suggest conducting a thorough in-person scoping workshop to finalize every detail after being awarded the project.







SITE IMAGE



# Phase 0: Speaking the Community's Voice

## Engagement and Outreach

In the RFP, outreach and collaboration is listed as phase 3. We believe this phase of work should cross-cut through every phase and should serve as the foundation of the process. We are moving this section upfront as a phase 0, to help us move seamlessly through the next couple of years together with the City of Santa Monica, and the communities surrounding the Santa Monica Airport.

We are thrilled to have the opportunity to collaborate with Healthy Democracy on this effort as their process for creating a representative community advisory committee mirrors the process that Sasaki deploys on many of our projects. We understand that our role in that effort will be to serve as the technical expert. However, we believe there is a need to also engage the broader community through strategic workshop events, additional online surveys, project branding, and providing information. By doing both, we can ensure that all bases are covered.



PRINCIPAL-IN-CHARGE ANNA CAWRSE ENGAGING WITH THE COMMUNITY AT GREENWOOD PARK

Our team proposes to supplement the Healthy Democracy process with a parallel effort that will focus on two outlets.

- ▶ The first is to reach the broadest and largest number of people possible through strategic branding, online surveys, tactile events that meet people where they are, and open house style workshops that allow people to engage in the content.
- ▶ The second will be a targeted approach to reach out to interested stakeholders that may be advocates or advisories of the project or certain ideas. This is to ensure that their voices are heard and that we have the opportunity to work through their critical concerns.

We believe that when these two efforts supplement the democratically selected panel, we will have a strong foundation for supporting plan development and advocacy for the project against even the strongest opponents. This is also an opportunity to make the engagement process fun! Sasaki has deployed many exciting engagement techniques across the country that can be applicable here—including site tours, engagement parties, and online games. These types of events demystify planning and break down the barriers for segments of the population that don't typically engage. This helps with equity objectives, not just equality.

We understand that the city will be leading the community engagement effort, but our team will be an active partner in this process to support the city in this important aspect of the process. This is why we have brought on The Robert Group (TRG). They have over 30 years of experience developing robust outreach plans to ensure that key multicultural communities, local opinion leaders, institutions, and stakeholder groups are engaged meaningfully and at a high level throughout the public engagement process.

In combination with Sasaki’s history of successful community engagement efforts, our team will serve as a strategic advisor for the city’s technical, design, and engagement leads on their outreach and engagement efforts. This will help the larger team and the city to craft a thorough Community Outreach and Engagement Support Plan.

This plan will include: timeline and proposed milestones with built-in flexibility to recognize the dynamic nature of this project; recommendations about the format of meetings and events and a range of communication tools and techniques that can be taken by the city’s outreach lead to notify, educate, and engage Santa Monica residents and stakeholders; guidelines about how public input should be documented, evaluated, and incorporated into the decision-making process; a list of opportunities for the team to attend meetings of other involved organizations; strategies for questionnaire development and distribution; suggestions on innovative approaches to enhance the outreach effort, especially where it will boost participation from monolingual and bi-lingual populations and through a variety of communications methods. Throughout the project, TRG and Sasaki will provide input on the outreach plan as it progresses, ensuring that the process is enabling the public to provide input in meaningful, collaborative, and constructive ways.



**Lakeview Village**

Day 1 we want people to relate to the site and establish its place within the community as an evolutionary performative landscape. At Lakeview Village, the team helped plant 1 million sunflowers!



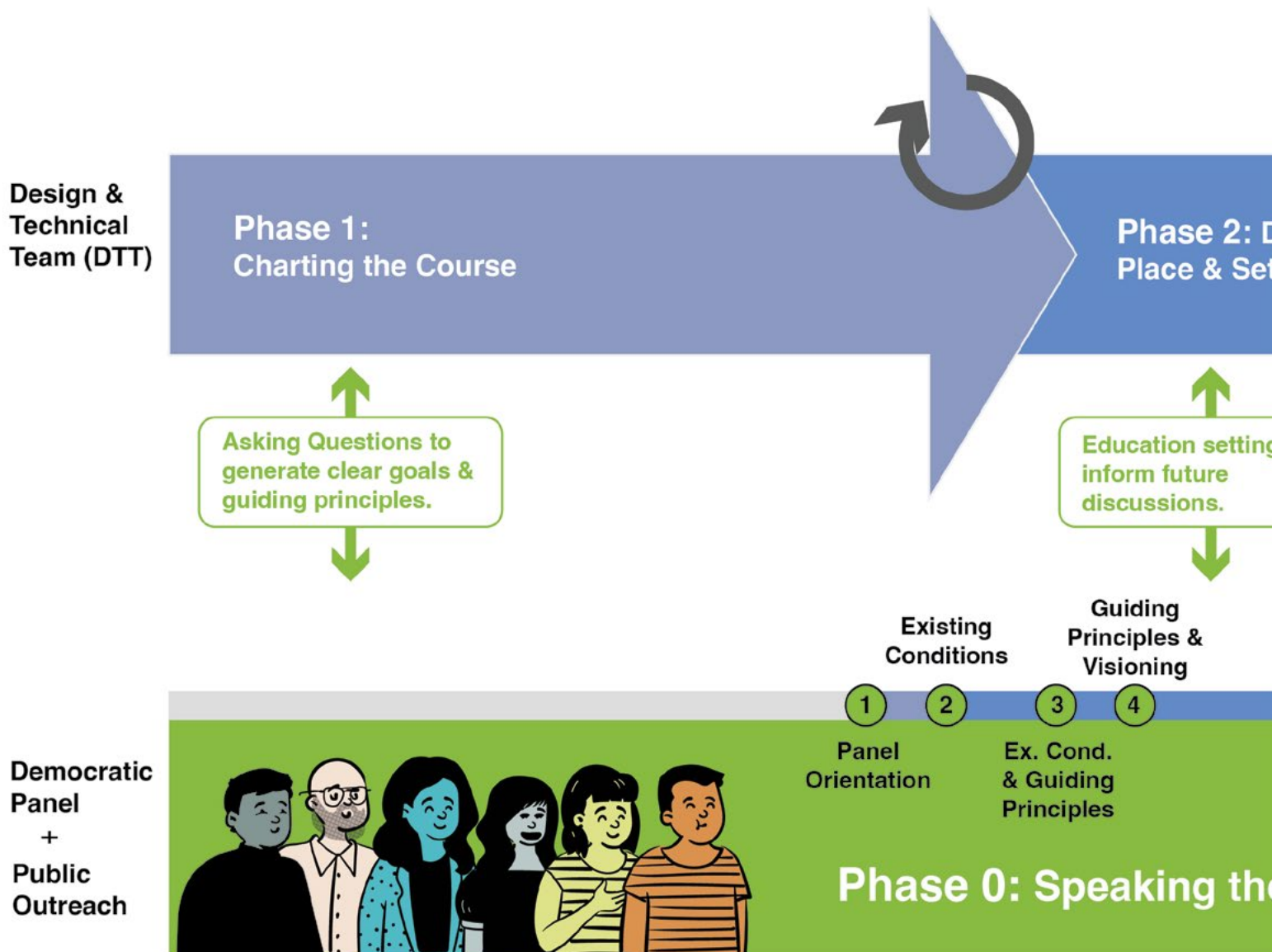
# Our Engagement Strategy

## DESIGN & TECHNICAL TEAM (DTT)

As a critical partner, Sasaki and the DTT are here to work with the city day-by-day. As project manager, Ben will be in constant contact with the city staff, the Healthy Democracy panel, and appropriate team members to ensure the team is on track, working efficiently, and guiding the panel through the equitable process, which is at the core to our approach.

## HEALTHY DEMOCRACY

Centralized to the entire effort is Healthy Democracy. As discussed in the interview, we commend you all for taking this structured approach. We believe at the core, design comes from those who use the space on a day-to-day basis, and through a strong partnership with the DTT and city staff, the democratic panel will become the face of the design and economic analysis process. We cannot wait to kick this effort off and partner with you all!



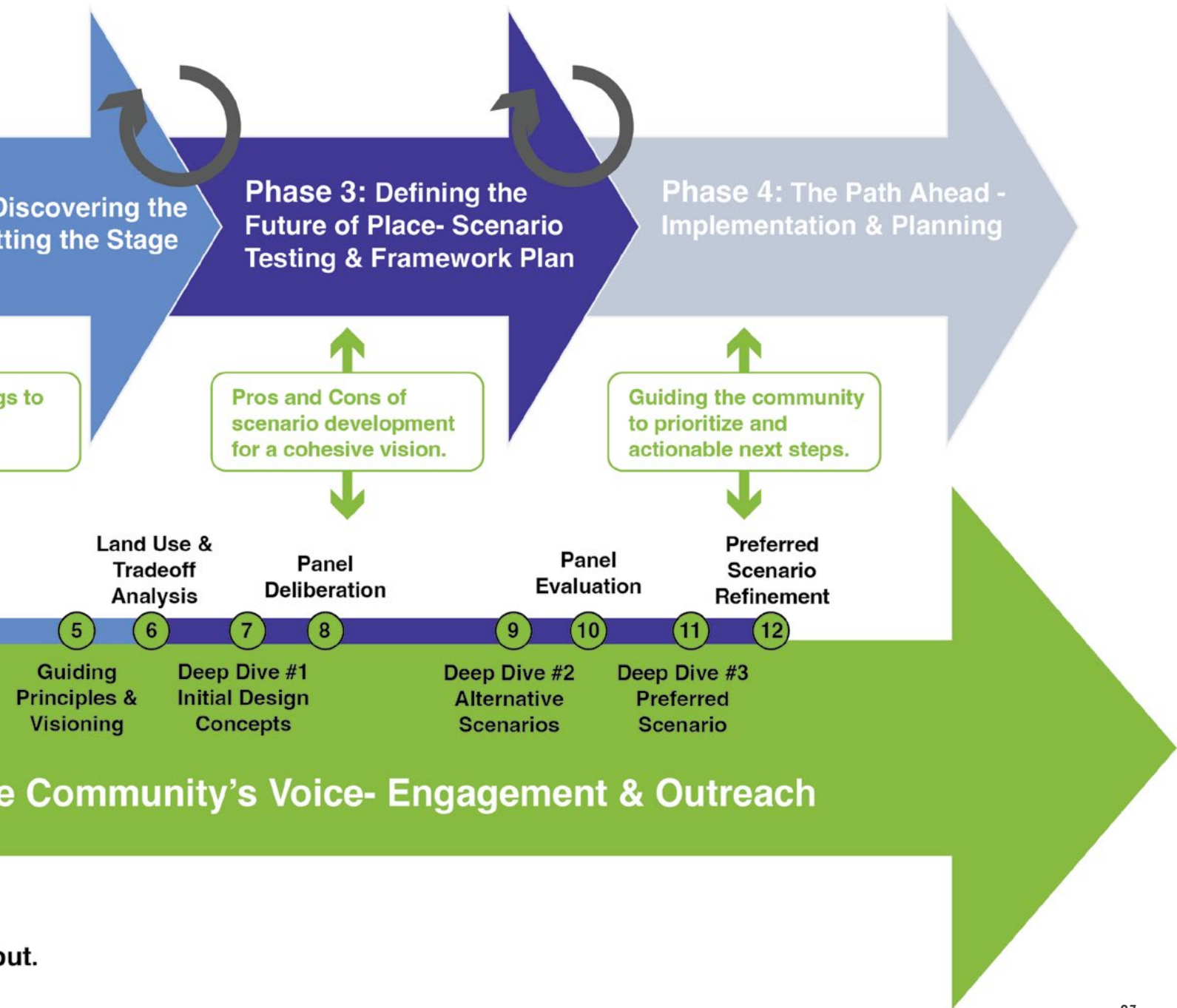
At each phase of the project, there will be a corresponding engagement effort soliciting input



**BROADER COMMUNITY**

Critical to the success of the project is reaching the broad and diverse community at large. We believe The Robert Group is a critical partner in this process. They are on the team to reflect the community; they know who to reach out to, when, and where. They are a diverse group of people who live in the surrounding neighborhoods and know who to bring to the table. Outreach is only successful when you can all relate!

Critical to the broader outreach is also the city. In the day 1 workshop, we will work with you all to understand the process as we embark on this unknown journey. We will ensure the city has adequate resources to help facilitate large scale meetings—from location down to public translators. The process should be fun, organized, inclusive, and engaging!



out.

For the planning and design process, there are several critical milestone moments in which feedback is crucial. We propose that the Democratic Lottery and the above efforts align with these moments in the process.

1. First is establishing **project goals and guiding principles** with Healthy Democracy and the democratically selected panel.
2. At this stage in the process, we would represent the complexities of the **existing conditions and site context** through a series of educational workshops and events to build a shared base of knowledge among the city, the panel, key stakeholders, and the greater community to inform future tasks and discussions.
3. The third stage in the process would be to engage in more specific **programmatic and experience questions**. This would happen during our initial framework diagramming phase. This will establish the menu to work within developing and evaluating alternative scenarios. Next we will work with the panel to **evaluate the pros and cons of the various alternative plans** and work towards a **consolidated vision**.
4. Lastly, we also believe in engaging people in **implementation thinking**. After the selection of the preferred concept, we would lead the community through a prioritization exercise that would be focused on understanding potential phasing, establishing key policy objectives, or developing criteria for future design guidelines or partnership potentials.

These four stages of engagement are built to ensure that the community and stakeholders do not just feel like they are being asked to “pick a plan.” Rather we want people to engage in establishing goals, defining specifics, evaluating options, and weighing in on implementation. Based on our experience, we have found this strategy to go a long way in building broader community advocacy.

In between all of these engagement stages, there will be a pause in our design work to allow the panel to evaluate the information and produce their feedback documentation. These break times will be finalized in discussion with Healthy Democracy.

## DELIVERABLES

- ▶ Supplemental Community Outreach and Engagement Plan - (1) draft and (1) final version
- ▶ Graphic materials that will be used during workshops with the democratically selected panel and other community engagement activities. These materials will be engaging to the numerous audiences and will convey complex technical information in clear and concise language; these materials are recommended to be available in Spanish and potentially additional languages, depending on the demographics of the site.
- ▶ Workshops and Events (see more detail below)
  - » Learning sessions and coordination sessions with the panel
  - » Stakeholder engagement sessions per the Supplemental Community Outreach and Engagement Plan (to be finalized with the client)
  - » Community engagement events per the Supplemental Community Engagement Plan (to be finalized with the client)

## MEETINGS, WORKSHOPS, AND EVENTS

### Stage 1:

- ▶ (1) Kick-off workshop with the panel establishing project goals and guiding principles
- ▶ (1) Kick-off workshop with key stakeholders
- ▶ (1) Kick-off community outreach event to be determined by the community outreach and engagement strategy

### Stage 2:

- ▶ (5) Learning sessions with the panel to educate them on the site context, existing conditions, opportunities, and constraints. These themed sessions may include:
  - » Sustainability: From the Earth to the Sky
  - » Cultural Understanding: How We Unearth the Past to Inform our Future
  - » Ecology: Microclimates to a Macro Scale
  - » A Park for All! Programming and Gaps within the Parks System
  - » Balanced Development in the 21st Century

- ▶ (1) Learning session with the panel on **economic parameters**—focused on building a shared understanding of funding and financing tool opportunities and risks. Prior to sharing themes and concepts, we will set realistic expectations with the panel and the community to ensure we do not present a concept that we discover later is not economically feasible. This also sets expectations early on what can and can not be in each theme. This will help create greater alignment prior to presenting the scenarios.
- ▶ Up to (3) stakeholder engagement sessions to solicit input on the existing conditions
- ▶ (1) Community engagement event to share key findings from the existing conditions analysis

### Stage 3:

- ▶ (6) Panel workshops to discuss and solicit feedback on:
  - › Preliminary opportunities and kit-of-parts; trade-off analysis
  - › Evaluation of 5-10 preliminary physical framework options
  - › Preliminary draft (3) alternative scenarios

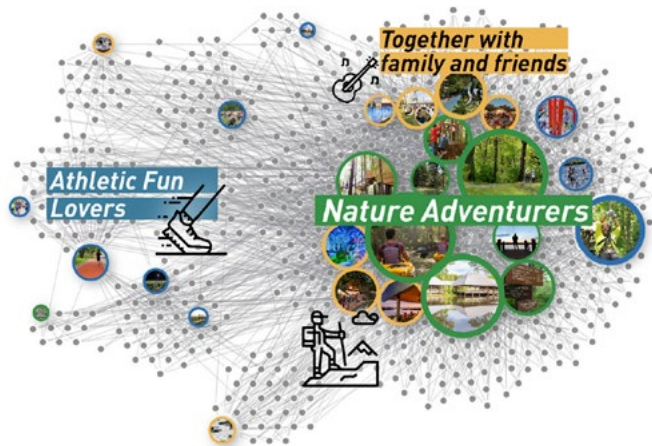
- › Refined (3) alternative scenarios based on panel feedback
- › Draft framework plan
- › Revised framework plan
- ▶ (3) Stakeholder engagement sessions to discuss the refined alternative scenarios and refined framework plan
- ▶ (2) Community outreach events to share the refined alternative scenarios and refined framework plan
- ▶ Presentations to the City Council and other boards and commissions as necessary

### Stage 4:

- ▶ (2) workshops with the panel to inform and get feedback on implementation strategies
- ▶ (1) stakeholder engagement session
- ▶ Presentations to the City Council and other boards and commissions as necessary

## NETWORK VIEW

What kind of character do you want for Greenwood Park?



## Sasaki's Innovation in Practice

Sasaki's engagement process is one that is both high-tech and high-touch. It is focused first and foremost on building community advocacy and bridging the inevitable divides that happen in planning processes. We are constantly building out custom engagement platforms for online outreach and creating processes that break down the barriers for the average person. Additionally, we seek out the absolute hardest conversations in the room and have them. We create straightforward and engaging materials that seem simple and fun in nature, but on the back-end actually relate to data sources that we can quantify to further justify the design responses.

One such innovation was creating a tool to actually quantify a large number of responses for the typically qualitative 'aesthetic' values. Our team of data scientists built out a codification system that automatically counted colors and numbers to generate a data map that allowed us to understand not just what people liked the most, but how their choices related to each other.

Presented to the community as a fun and tactile 'Community Instagram' that all ages of people could participate in, this tool actually produced thousands of data points that could be used to map out a collective design direction. This information was used to drive the design direction for the award winning 660-acre Greenwood Park.



# Phase 1: Charting the Course

## Project Kick-off and Alignment

We are not coming into a blank slate of a project. There has been a lot of thinking and there is a lot of documentation on key issues that this project will need to address. Additionally, this project is going to stir up a lot of opinions and a lot of emotions. Ensuring that the process starts off on the right track will be critical to long-term success.

During the first phase of work, Sasaki will review all relevant background information and create a summary memorandum that outlines how each of the previous documents impacts this project and the process. This memorandum will serve not only to outline what has been done before, but more importantly what still needs to be accomplished. Sasaki will review this information prior to finalizing contracts with our technical subconsultants in order to provide flexibility in what some of the due diligence tasks might look like. The purpose of this detailed document review is mainly to get our team up to speed, however, we will also use it as an opportunity to outline key risks as to where we are in the planning process and what type of information is needed and when. This evaluation will help determine the level of effort needed for data gathering moving forward, including relative cost, as well as when this needs to happen over the coming months and years. Embedding sustainability factors within this analysis is critical to ensure the future design efforts will meet environmental and carbon targets. This will allow the city to make more informed budgetary decisions about spending over the next few years.

Within this phase, our team will conduct a rigorous case study analysis looking at the spectrum of projects from around the world for both airport conversions—but also other relevant large scale projects. This analysis will be focused on impact to the community, economic conditions, design considerations, implementation frameworks, and various phasing pathways including near-term interventions.

Sasaki will then conduct a rigorous project kick-off process that outlines all facets of the process—from communication, to file sharing, to comment periods, to schedule, and more. Our team will build out a detailed communication and stakeholder engagement plan that specifically focuses on internal and technical stakeholders such as various city, state, or federal departments and agencies and when and how they will be engaged in the process. Additionally, our team will build out a detailed and interactive web-based project schedule that will outline milestones, task durations, review periods, and most importantly—dependencies.

Lastly, our team will conduct an interactive kick-off workshop that will utilize a charrette-style format to generate ideas and quickly unearth pain points. This will take place with a core group of internal stakeholders prior to commencement of the formal process. We believe that this is a valuable step in setting overarching parameters for which the project should operate within.

This kick-off will be a three-day event. The first day will be a site tour of the surrounding context that will include several key focus group discussions. The second day will be a facilitated charrette in which various groups workshop ideas together after hearing large group discussions. For the last day, the Sasaki team will summarize the findings from the charrette in a brief presentation, followed by an overview of the process to come.

### KEY SUSTAINABILITY METRICS TO EXPLORE EARLY

- ▶ Topographic analysis
- ▶ Existing conditions uniform thermal comfort analysis
- ▶ Rainfall and water resources analysis
- ▶ Preliminary evaluation of solar potential
- ▶ Existing tree canopy review
- ▶ Reference ecosystems study
- ▶ Recommendations for on-site materials and soil investigations, if needed
- ▶ Regulatory research on viable building codes for low carbon design/net zero energy/living machine or greywater systems

## CRITICAL QUESTIONS

- ▶ Who and what does the formal decision making body look like?
- ▶ How do the previous documents impact this project and the process?
- ▶ What additional data gathering is needed and when?
- ▶ Who are the key stakeholders and how do we best engage them in the process?
- ▶ In addition to the democratically selected panel, what is the best way to engage the general public in this planning process?

## DELIVERABLES

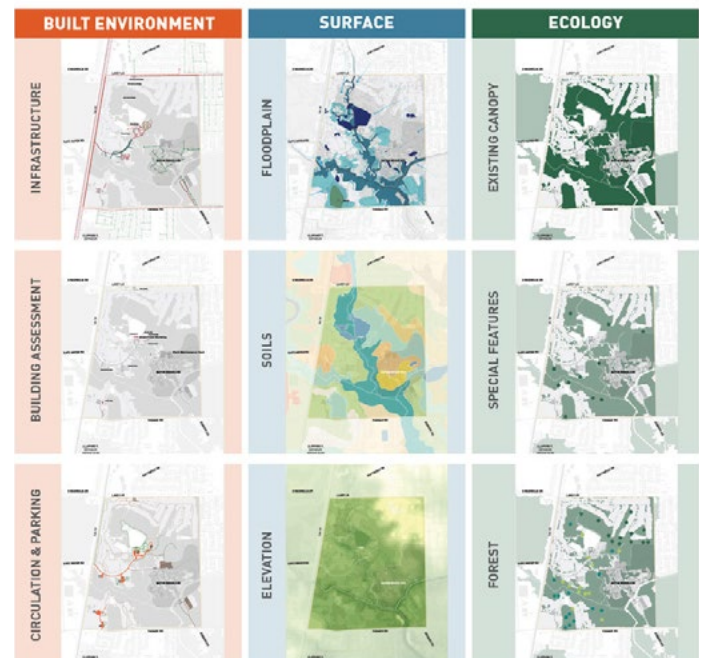
- ▶ Project Management Plan
- ▶ Kick-off workshop agenda for a three-day event
- ▶ Project Goals:
  - » These goals will align with the guiding principles developed in collaboration with Healthy Democracy. This will allow us to create a roadmap that directs decision-making throughout the project, ensuring that each action serves the overall project vision.
- ▶ Summary of Document Review in a Memo Format. Documents will include, but not be limited to:
  - » Policy and Planning Documents
  - » Project and Site-Specific Documents
  - » Existing Technical Documents
  - » Environmental Contamination Resources Document Review
  - » Historical and Cultural Resources Document Review
- ▶ Case Study Exploration:
  - » Our team will conduct a rigorous case study analysis looking at the spectrum of projects from around the world for both airport conversions-but also other relevant large scale projects. This analysis will be focused on impact to the community, economic conditions, design considerations, implementation frameworks, design considerations, and various phasing pathways including near-term interventions.
- ▶ Initial market findings summary
- ▶ Meeting agendas and minutes

## MEETINGS

- ▶ Virtual pre-kick-off meeting with the city to collect available documents and plan the kickoff workshop
- ▶ Three-day kick-off workshop and site visit
- ▶ Virtual meeting with the city to share summary of document review and provide feedback on additional data needs
- ▶ Weekly project management meetings with the city (virtual) to ensure the project has a strong foundation with a clear process.

### Sasaki's Innovation in Practice

At Sasaki, we understand that endless amounts of data can be incredibly challenging to understand. We see our jobs as twofold: we are technicians who understand the complexities of the urban environment, but we are also storytellers who can synthesize those complexities into digestible insights that anyone can understand. When we review existing documents and build out a story of the data to date, we don't read and regurgitate. We think critically about how the information can be represented and how it can be categorized so that it begins to paint a picture of what is there and what is missing. In a similar process, our team came into the Greenwood Park master plan with years of information and data that had been collected in various sources and built out a graphic database that allowed that information to be viewed in a snapshot format. This process was fundamental to creating a collective understanding of the site that could be agreed to by all stakeholders.



# Phase 2: Discovering the Place and Setting the Stage

## Existing Conditions

Our team believes in solutions that are rigorously grounded in the site conditions and context. We seek design inspiration from site challenges that turn the wildest ideas into pragmatic responses for overcoming site constraints. Given the site's layered past and complex existing conditions, it is critical to have an in-depth understanding of these before jumping to conclusions. This can save time, money, and ultimately lead to better outcomes.

Our team will conduct a multi-scale analysis looking at the surrounding site context, as well as the granular site conditions. Both scales of analysis will be organized into three distinct threads of inquiry:

- ▶ Social and Economic Forces
- ▶ Environment and Open Space
- ▶ Urban Form and Infrastructure

It is critical with each one of these threads that we consider the past, present, and future conditions to truly understand the foundations that we are building on. We understand the work that has been conducted to date and the work that will be conducted as part of separate contracts. We will seek to supplement that, but more importantly be able to summarize the myriad of technical due diligence documents into very easily digestible graphics and take aways.

When looking at this site, it is incredibly important to consider its urban context. Our team will explore how this site fits into the regional, urban, and immediate context. We will explore demographic and social context and understand the economic and market conditions which underlay the development ecosystem in Santa Monica. We will map out the urban ecosystems of nearby land uses and hotspots of businesses to understand how and where the community energy is. We will explore transportation patterns to understand vehicular access, transit opportunities, and active transportation networks for cyclists and pedestrians.

We will map out larger open space and trail connections to understand how this site fits into larger conditions of stormwater management, urban heat island issues, and habitat connectivity. We will explore long-range planning ideas for Santa Monica and Los Angeles to understand how areas and systems around this site may change over time. This process and inventory is critical to best understand the potential of salvaging materials, carbon sequestration, and running an overall sustainability SWOT analysis that will guide the future schemes.

At the site scale our explorations will be tailored towards understanding the pragmatic issues and opportunities. We will understand the surrounding edges, existing and potential future, and how they interface with the site. We will evaluate the detailed infrastructure conditions to determine what can be maintained and what will need to be replaced. We will explore the subterranean conditions including potential soil contamination, as well as the detailed conditions of the extensive runway material. Our team will explore the existing architectural stock on site for both historic qualities and adaptive reuse potential.

Critical to our existing conditions inventory will be how these conditions are converted into clear and graphically compelling opportunities and constraints diagrams. These will set the foundation for the framework plans. We will organize these opportunities and constraints diagrams into the three threads outlined earlier: Social and Economic Forces, Environment and Open Space, and Urban Form and Infrastructure.

The city has made clear that any scenarios for future use of the airport site must make financial sense. In addition to the physical frameworks of the site, our team will also explore regulatory and financing capacities across the spectrum of public and private options. This particular analysis will be focused on clearly outlining potential opportunities for supporting implementation. This is a very important part of our suggested proposal since it helps us define realistic parameters for the themes that will come in the next phase of work. These parameters will be high-level, but will allow us to understand early on percentages that might make sense to dive into each theme.



For example, we probably will not propose a park that is 100% of the land; but what is the maximum percentage and minimum we might want to design within? These parameters will be presented back to the panel to create better alignment on why a scenario is not 100% open space.

Our team has proposed an early financial exercise in which we will explore innovative financing structures, as well as community enhancement options. From our extensive experience analyzing redconversion scenarios for complex sites, we know that there will be significant capital costs of building new park infrastructure and amenities, in addition to ongoing annual operating costs. The addition of additional community conversion needs is likely to be among the best strategies to fund the city's costs of building and maintaining the park, along with other infrastructure financing mechanisms (such as Enhanced Infrastructure Financing Districts [EIFD]).

This analysis will help ensure that the consultant team, city, panel, and community only consider financially viable strategies for reuse of the site. We'll start by looking at the potential funding sources and mechanisms that could be appropriate for the site's conversion, including taxing mechanisms such as EIFDs and using the proceeds from real estate economic gain.

### KEY SUSTAINABILITY MOVES

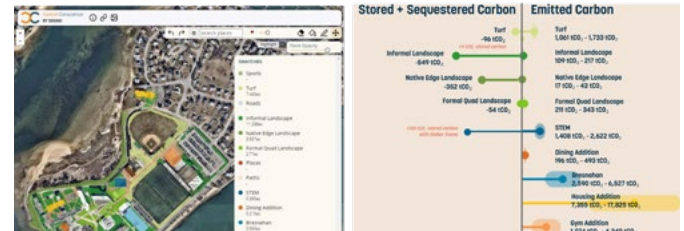
- ▶ Sustainability charrette: develop initial ESGs
- ▶ Create a sustainability SWOT analysis based on ESGs
- ▶ Investigate local ROI on sustainable technologies (solar, wind, greywater, etc)
- ▶ Determine preferred certification regimes

### DELIVERABLES

- ▶ Site Inventory and Data Gathering
- ▶ Base Mapping: foundation for further planning and design work
- ▶ Systems Mapping: Our team will create a series of maps and diagrams that outline the existing conditions for various systems that include but are not limited to:
  - » Transportation Patterns
  - » Land Use Patterns
  - » Built Form Patterns
  - » Hydrologic Patterns
  - » Ecological Systems
  - » Parks and Open Spaces, both existing and proposed
  - » Demographics

### Sasaki's Innovation in Practice

At Sasaki, inventory and analysis are very different. Inventory is simply understanding existing conditions, while analysis is creating a framework for understanding how the future will impact those existing systems. Through our work, we are constantly pushing the boundaries of how we understand space, society, environmental systems, and economics to know how our projects are impacting the world. One of our recent innovations was the creation of the Carbon Conscience platform which allows for early stage and real-time feedback on the embodied and operational carbon.



- ▶ Opportunities and Constraints Analysis: Our team will synthesize all the existing conditions into maps with key takeaways. We will then overlay systems to better understand where major opportunities and constraints are. We will frame these around:
  - » Traffic and Transportation
  - » Infrastructure and Utilities
  - » Soil Contamination
  - » Sustainability
  - » Ecology
  - » Cultural and Architectural History
- ▶ Regulatory and Financial Analysis Parameters
  - » Funding and Financing Tools
  - » Preliminary Park Funding Strategy
    - ▶ Preliminary Operations and Maintenance Cost Estimate
    - ▶ Highest and Best Use Analysis, because of the likely importance of real estate to pay for the great park. Including existing lease or ownership tenants on site today.
    - ▶ Preliminary Revenue Funding Plan
  - » Economic and Fiscal Impacts Baseline
  - » Best Practices and Cast Case Studies
- ▶ Comprehensive Existing Conditions Report (PDF) that is clear and compelling, documenting all of the analysis from this phase.

### MEETINGS

- ▶ All-day in-person kick-off meeting at the airport
- ▶ Monthly check-in meetings with the city team (virtual)

# Phase 3: Defining the Future of Place

## Scenario Testing and Framework Plan

To us, scenario testing and framework planning go far beyond generating three alternative site plans. There is a need to define typological experiences, conversion types, open space programs, and more that align with guiding principles generated through the community engagement process. Defining alternatives then goes hand-in-hand with physical framework ideas to ultimately build out site plan options that can be evaluated. This can be akin to defining the ingredients to choose from and then using those to build different dishes.

The first step in this process is working with the community and stakeholders to define the kit-of-parts that we have to work with by facilitating a conversation and evaluation of key components of the plan. We will create a spectrum of conversion typologies which explore different forms of density, building and block type, uses, and more. This will be represented through illustrative diagrams and precedent imagery to understand what key stakeholders and the community desire from future growth.

Then our team will explore open space program ideas through a prioritization process to garner the top choices. We will also evaluate and present different high-level experiences that could be temporal in nature or permanent conditions. This could be ideas around different activities, experiences, or spatial concepts. From this kit-of-parts, we will then conduct a trade-off exercise that demonstrates how the desire for certain things may impact the ability to provide others. This could be related to scale or suitability.

Our team will then dive into high-level physical framework diagrams to be evaluated with key stakeholders and the democratic panel. This exercise is about rapid prototyping key big moves and would be used to work through 5-10 physical framework options to narrow down the possibilities to three consolidated diagrams. At this point, our team will then combine the kit-of-parts with the physical framework diagrams to develop the concept alternatives.

### Sasaki's Innovation in Practice

Testing scenarios and creating alternatives cannot be a static process that is simply generating three different illustrative plans for a site. Being able to quantify what we are drawing in real time and push and pull our assumptions to see how the plan reacts is critical to developing real tradeoffs. This iterative process is critical to how we practice, bringing our clients directly into

the decision making process to inform the alternatives before they are baked.

Sasaki has developed an in-house tool called Magpie which connects site planning to data such as cost, development yields, parking, infrastructure, or open space allocation and more. The

viewer also allows for navigation of the 3D model by anyone with an Internet connection. Anyone can zoom around and turn on and off layers and phases and in real time see the data behind the design. This tool is incredibly helpful when engaging in financial performance conversations.

Each alternative will be presented in terms of both physical experience, but also in terms of its financial and community impact. We will present a comparison matrix process that demonstrates how alternatives relate to each other through lenses including, but are not limited to: environmental performance, potential for flexibility, needed infrastructure, complexity of implementation, overall cost, cultural relevance, economic impact, impact on housing, need for surrounding urban changes, traffic, and more. Understanding the environmental performance will ensure future commitments or environment legislation targets are met and exceeded in an economically and community-minded manner. These evaluations will be based on the information developed in the previous phases which has already been vetted. With each scenario, we will outline key initial actions that could be made in the early phases for both before and after the airport closure. This information will be used to engage the panel, community, and stakeholders.

Lastly, our team will take the feedback from the engagement sessions and develop a final framework plan. With this final framework plan in hand, our team will work with the client to define which pieces of the plan are flexible and which are fixed. This step is incredibly important in understanding the feasibility of the selected alternative given the long-term nature of the project. Our team will explore various programmatic and conversion options with this final framework to ultimately determine the preferred vision and to define the potential flexible components of the plan. We will utilize our custom scenario planning tools to make this an iterative and data-informed process.

### SUSTAINABILITY WITHIN EACH SCHEME!

- ▶ Identify any certification prerequisite baseline limitations
- ▶ Testing frameworks - evaluate and optimize each massing model and diagram for the following metrics
  - » Operational energy
  - » Embodied carbon
  - » Biogenic carbon
  - » Carbon sequestration projections
  - » Uniform thermal comfort
  - » Water budget

### DELIVERABLES

- ▶ Preliminary Opportunities Workshop: Building on the visioning and assessment of existing conditions in preceding tasks, and input from the panel, our team will conduct a workshop with the city and key stakeholders to develop a preliminary set of conversion opportunities and potential planning scenarios.
- ▶ Trade-off Analysis
- ▶ [5-10] Preliminary Physical Framework Options

- ▶ (3) High level alternative land use and conversion scenarios that will include:
  - » Urban Design, Park Planning, and Programming
  - » Transportation, Mobility, and Connectivity Planning
  - » Infrastructure, Engineering, and Utilities Planning
  - » Public Safety and Resiliency Planning
  - » Environmental Planning and Soils Remediation
  - » Creative and Cultural Arts Integration
  - » Historic Preservation Analysis
- ▶ ROM Opinion of Probable Construction and Maintenance Cost
- ▶ Scenario Feasibility and Economic Impacts Assessment: To support evaluation of the three scenarios, we will refine the preliminary park funding strategy for each, and assess the financial feasibility of any proposed real estate programs, estimate economic and fiscal impacts, identify community benefits, and strategize on day one the implementation opportunities. We anticipate that the three scenarios will have similar land uses with slight variations in the cultural development and open space program areas. This assessment includes:
  - » Scenario Funding Strategy
  - » Real Estate Financial Feasibility Assessment
  - » Economic and Fiscal Impact Analysis
  - » Financial Sustainability Analysis
  - » Community Benefits Analysis
  - » Day One Implementation Strategies
  - » Utility Requirements
  - » Available Funding and Future Grant Opportunities
- ▶ Final Framework Plan: Our team will create a consolidated framework plan that incorporates all of the feedback from the panel and stakeholder engagement sessions, reflecting the community's vision.

### MEETINGS

- ▶ Scenario Kick-off: Preliminary Opportunities Identification Workshop
- ▶ Monthly check-in meetings with the city team (virtual)
- ▶ For engagement workshops with the panel and additional stakeholder and community meetings, see Phase 0 deliverables



# Phase 4: The Path Ahead

## Implementation Planning

Clearly outlining the path towards implementation is so important for a plan like this. This goes far beyond outlining phasing. This requires an in-depth understanding of the regulatory, financial, and infrastructural considerations, including the various potential partners and stakeholders that would need to be involved. While not outlined in the RFP scope, we believe that this phase of work is critical prior to going into the specific plan process to ensure that what is ultimately documented is actually feasible. To not do so would leave too many open ended questions.

Our team will work with you to establish the potential paths towards implementation. We will discuss and explore various scenarios for partnerships—using federal and state monies, as well as public and/or private conversion options. We will explore the trade-offs associated with these various forms. Additionally, we will explore the overall phasing and how phasing potentially changes with different implementation frameworks. Critical to this conversation is a detailed exploration of overall cost, financing strategies, governance and operations, as well as dependencies to the phases. Our team has developed in-house tools to assist in long-range capital planning that we think will be very useful in this phase of work.

Looking into the future, it will be key to understand the economic feasibility of potential conversions. Workshops, such as potential partner round tables, can assist the city to better understand what the potential for public private partnerships might look like, and to begin identifying potential partners who may help in the execution of any cultural or social alterations that may happen on site.

Finally, based on all the previous work to date, our team will craft a series of performance guidelines that cover the spectrum of built out areas, open space, and sustainability.

### LOOKING INTO A SUSTAINABLE FUTURE!

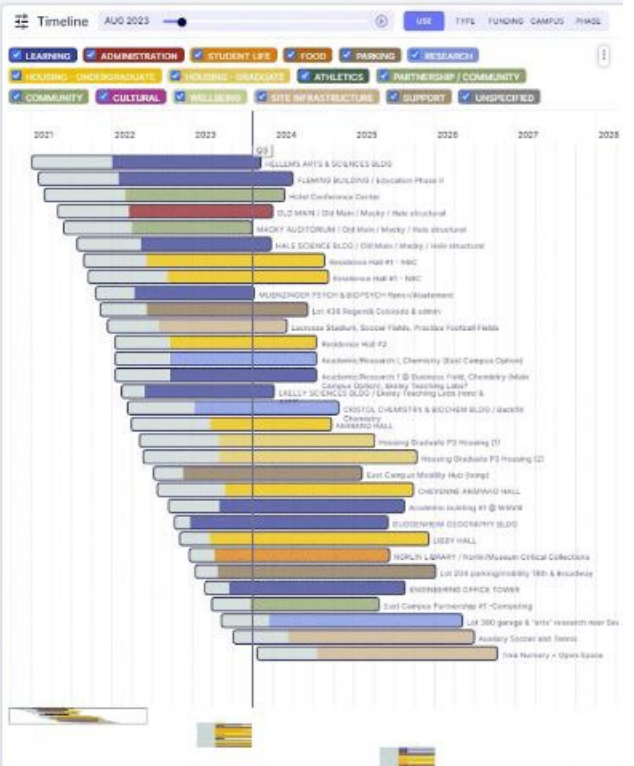
- ▶ Develop overall strategies for operational commitments:
  - » IPM and organic landscape management
  - » Energy systems
  - » Water systems
  - » Ecological systems
  - » Waste management
- ▶ Develop certification initial target scorecards
  - » Identify committed points and potential points
  - » Develop a decision-making tree for the evaluation of sustainability investments

### DELIVERABLES

- ▶ Exploration of potential key partnerships and initiation of conversations when defined as appropriate
- ▶ Phasing scenarios
- ▶ Overall cost analysis and understanding
- ▶ Financing strategies
- ▶ Governance and operations recommendations
- ▶ Performance guidelines aimed to guide future specific plan typology and land use generation

### MEETINGS

- ▶ One-day workshop with client team focused on next steps, phasing, and tactics to proceed
- ▶ Monthly check-in meetings with the city team (virtual)
- ▶ For engagement workshops with the panel and additional stakeholder and community meetings, see Phase 0 deliverables



Campus Project at CU Boulder

### Sasaki's Innovation in Practice

As stated before, for us, implementation planning is design. We engage deeply with our clients on 'the what' but as importantly 'the how'. Over the past several years, we have been building an interactive platform called DASHI which is a fully integrated implementation planning tool which allows a major plan to be broken down into its various parts to understand detailed funding needs overtime. This allows us to move projects around on that timeline to see how it impacts cost, sources, and uses. This platform is now highly customizable, user-friendly and web-based—allowing it to be utilized as a real time decision making tool.

For instance, you can move up a project on its timeline if the city secures funding, or compare cost changes for projects based on whether building starts in a year or a decade. The platform allows various components of the plan to be pulled apart and visualized separately—while also being classified in different categories that are important to the project. This is just one of our many software platforms that we have developed that allow us to make more information decisions in real time with our clients and understand the financial and other performance implications of said decisions.

# Moving Our Proposal Forward

Everything that we have put into our proposal above is what we believe you need to do right now, within the allocated budget and scope to get you where you need to be. This is based on our extensive experience with not only designing projects but by being trusted partners with our clients to help them think strategically about how to take an idea and make it a reality.

There is a long road ahead for this project, and this is just the beginning. City building at this scale takes time and needs to remain flexible. Our team has a tremendous amount of experience with future stages of this project, but we are not here to sell you on future work. We are here to tell you what we will do now. After this initial planning process, there will need to be ongoing financial modeling, numerous technical analysis, iteration upon iteration of design ideas, conversations with partners, clearing regulatory hurdles at the federal, state, and local levels, and finding money from a myriad of sources. While more money would of course allow our team to get more detailed and to spend more time on this project, we think it is more important to be strategic with the funds that are available.

If a lean and mean process is what you need then we are here for that. Should more money be available in future budget cycles to supplement this planning effort, our team will be more than happy to revisit the level of effort associated with certain tasks and to outline what makes the most sense to invest in. However, this conversation needs to happen together. We hope that upon selection we can engage in a detailed conversation about fee and deliverables to ensure full alignment with your expectations.



STACK PANELS AT THIS END ONLY



INSPIRATION FOR THE  
FUTURE OF LAWRENCE

30TH STREET

Birch Street



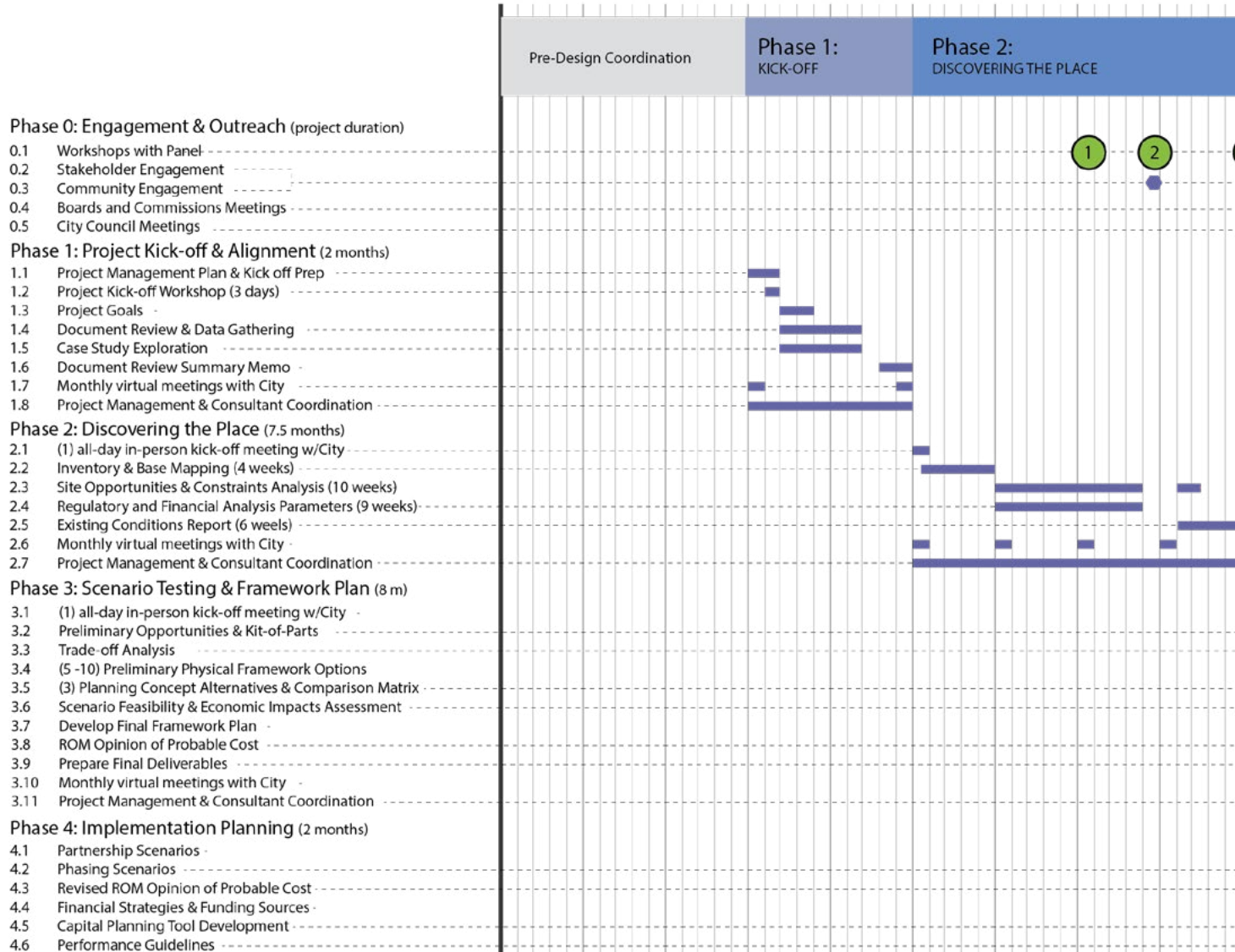
# Detailed Schedule

We have outlined our approach based on the process that we think this planning effort should take. Some elements align with what was written into the RFP, but some of it is different. For us it is critical to establish a methodical approach that clears certain hurdles and builds consensus throughout so that as the planning effort comes to a close, there are no lingering questions or concerns about fundamental assumptions. Of particular importance to the project schedule and the allocated budget is to note that there will be periods of quiet and periods of work baked into the process.

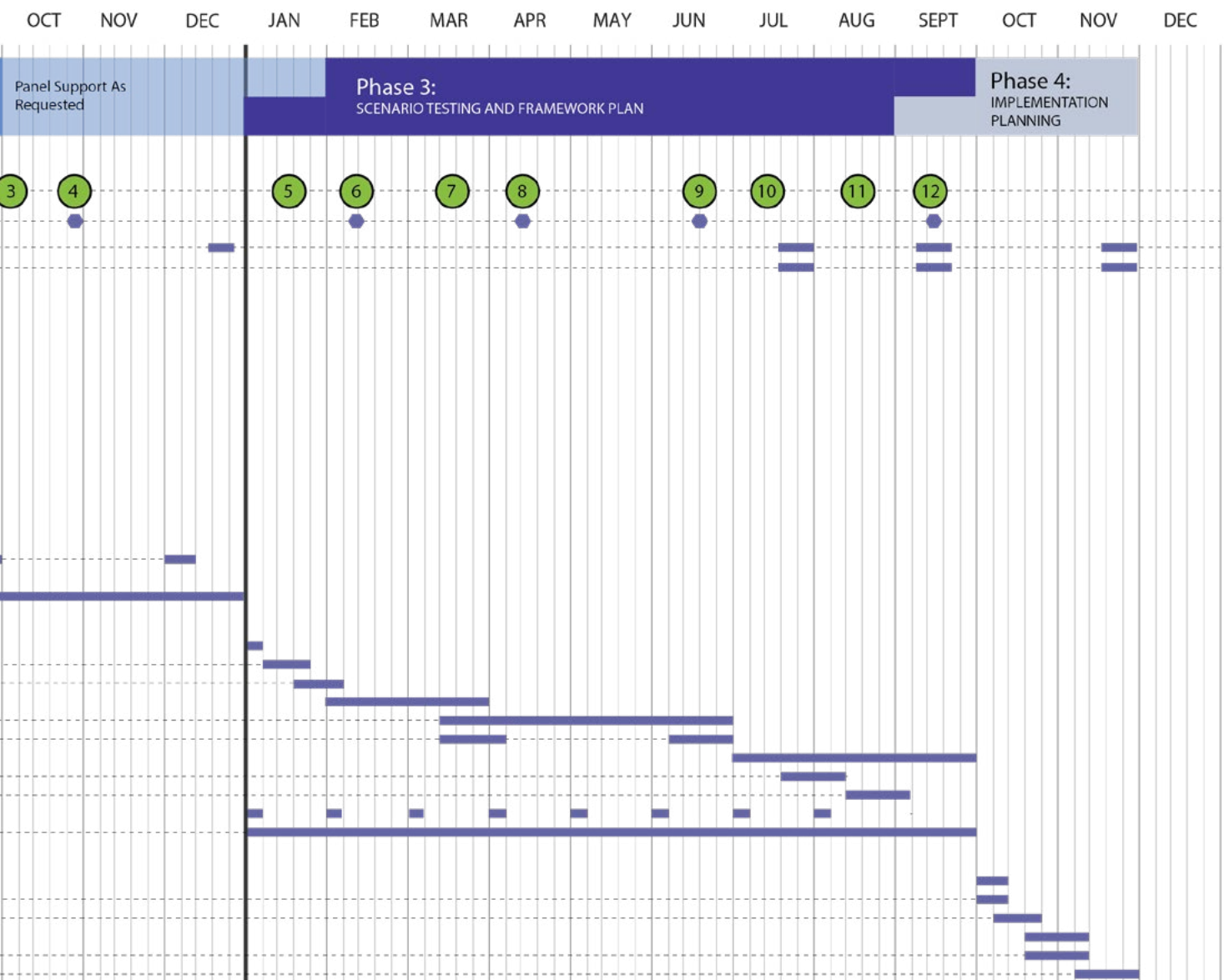
These periods are aimed to allow the team to partner and work with the democratic panel and client team. Together, we will design and understand the constraints and opportunities on the site. This is also an opportunity to bring the vision plan and democratic panel's findings to the larger community—something critical to our proposal—and to ensure an inclusive outreach process. Upon selection, our team can work with you to better align scope, budget, and schedule. As we discussed during the interview, this process is evolving and we look forward to fleshing out the details that align with the many players involved on day 1.

2024

JAN FEB MAR APR MAY JUN JUL AUG SEPT



# 2025







# **3 — Project Team and Key Personnel**

# Sasaki Expertise

## We Know Airports

The conversion of airports into new parks, developments, and community anchors is a trend happening across the world. Sasaki is at the forefront of these conversations and has led the planning, scenario testing, and landscape architecture for five national and international airport conversion projects. We know that in each of these projects there are unique challenges that we must tackle early on in the planning process. Environmental contamination, the runways, existing buildings, community perception of the project, land use are a few examples of known challenges that will drive design decisions later in the process. We know that by identifying these challenges early on we can create a plan to flip them to become opportunities.

On The Ellinikon Metropolitan Park project we are reusing the concrete runways in paving, furniture, and structural walls. We are also using soil from the adjacent development to create new topography within the park.

On Xuhui Runway Park, the design mimics the motion of a runway, creating diverse linear spaces for vehicles, bicycles, and pedestrians by organizing the park and street into one interconnected sequence at a runway scale. A series of rain gardens are also designed to collect stormwater from the site and adjacent roadways.

We know how to balance the new available public spaces with community asset opportunities that will support the long-term investment in these parks. These conversions, if executed properly, can create broad benefits, especially for communities surrounding these lands, through signature additions to the city, improved physical infrastructure, access, and contributions to the public domain. With vision and sensitivity, we are able to focus on creating outcomes that maximize functional and economic potential which are also considered to be broad gains by stakeholder groups.

### OUR EXTENSIVE LIST OF AIRPORT PROJECTS INCLUDE:

- ▶ Xuhui Runway Park (Shanghai Longhua Airport)
- ▶ Calverton Air Facility Reuse Plan
- ▶ Minsk Forest City: A Regeneration of the Minsk-1 Airport
- ▶ Plattsburgh Air Force Base Reuse Plan
- ▶ Rentschler Field Reuse Study
- ▶ The Ellinikon Metropolitan Park (Athens International Airport)
- ▶ Lowry Air Force Base Redevelopment
- ▶ Confidential Small Regional Airport Conversion Master Plan
- ▶ DEN Real Estate Strategic Development Plan

#### THE ELLINIKON PARK







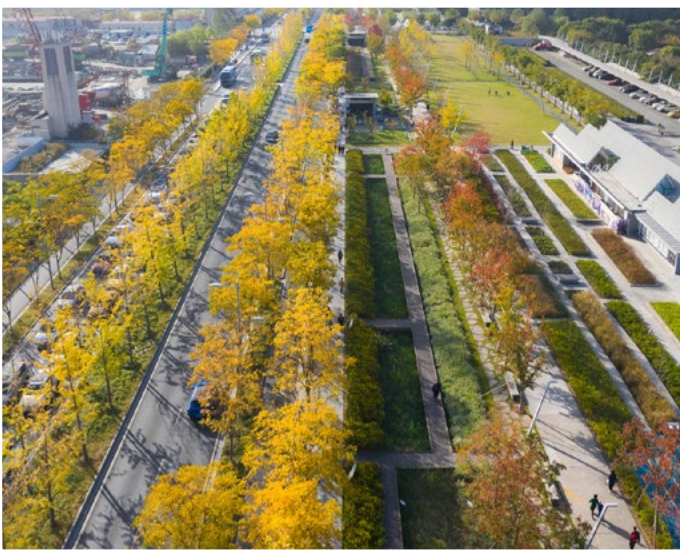
**Confidential Small Regional Airport Conversion Master Plan | Confidential Location**

Sasaki is currently working on the confidential transformation of a small regional airport in North America that served as a former training base, into a vibrant, mixed-use district with a rich network of green open spaces, including community agriculture.



**DEN Non-Aviation Strategic Development Plan | Denver, Colorado**

Sasaki’s interdisciplinary design team collaborated with the airport’s real estate division to create a Strategic Development Plan that establishes a comprehensive long-range planning framework, development strategy, and design standards to realize DEN’s vision. The Strategic Development Plan transforms DEN’s non-aviation land into a series of concentrated, vibrant development districts designed to serve a spectrum of national and global businesses. The plan supports the airport’s core aviation mission by leveraging DEN’s size, capacity for growth, and central location, both nationally and globally, to envision sustainable, economically-beneficial development.



**Xuhui Runway Park | Shanghai, China**

Mainland China’s first SITES Gold project converts a former airport runway into a model for the sustainable urban park by preserving pieces of the site’s past. Xuhui Runway Park is an innovative urban revitalization project that breathes new life into a unique piece of Shanghai’s history. The site was a runway for Longhua Airport, which operated for over 80 years and was Shanghai’s only civilian airport until 1949. Master planned as a public street and linear park side-by-side, this project serves as a runway of modern life, offering a space of recreation for nearby communities, as well as a respite from the high-density redevelopment around. Following its environmentally, socially, and economically sustainable approaches, the site will lead the city’s new lifestyle.



**Top: Bonnet Springs Park** Transforming a 168 acre abandoned rail yard into an ecological jewel, a cultural magnet, and a connected community asset for a rapidly growing region.

**Right: Greenwood Community Park Master Plan and Implementation** A 660 acre re-envisioned large neighborhood park and regional destination arises out of robust engagement with the whole Baton Rouge community.

**Below: Cincinnati John G. and Phyllis W. Smale Riverfront Park** The largest in a series of public parks along the high banks of the river, the 32-acre park is framed by great city landmarks.



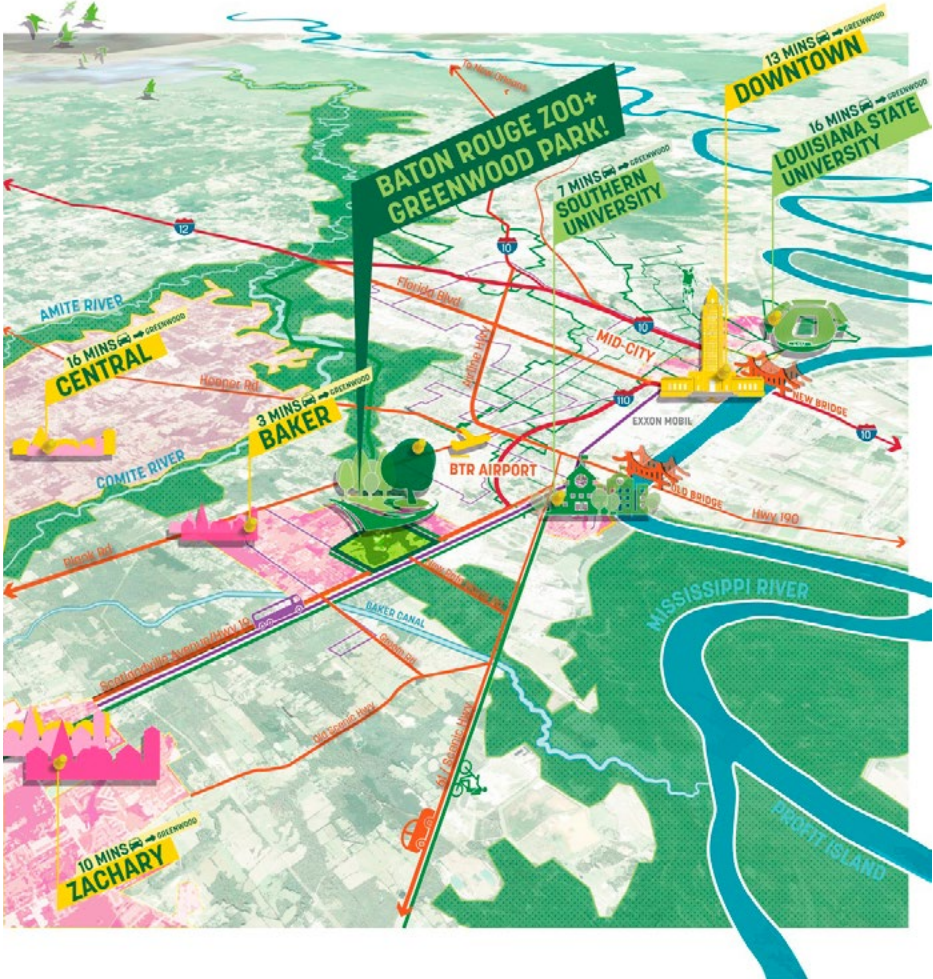




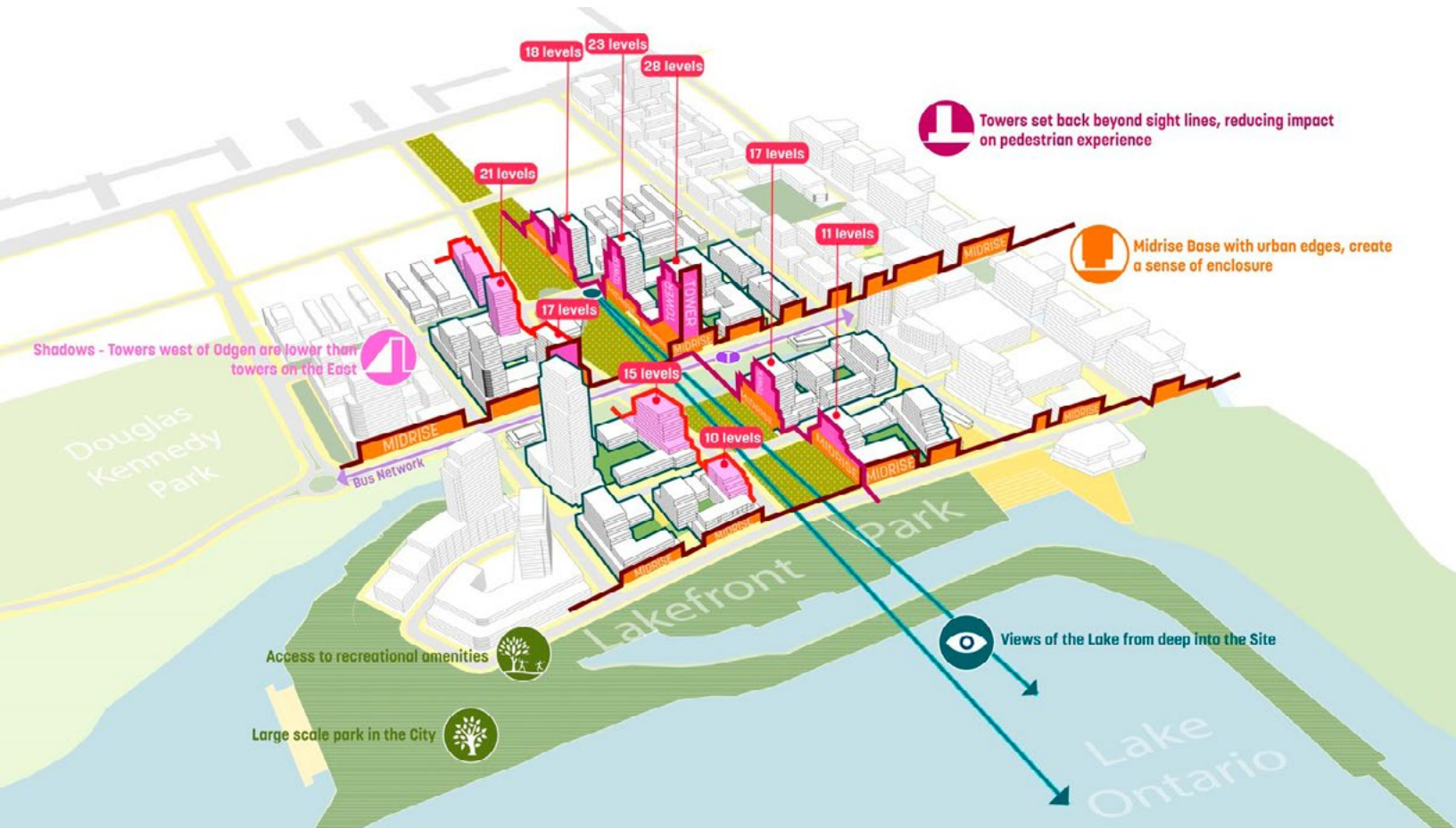
# We Know Large Parks

Sasaki’s park practice in particular is rich in large scale, multi-phase examples where our team has guided clients through the project. Principal-in-Charge, Anna Cawrse, has led the design and implementation of some of the world’s largest parks. These parks range from 160-660 acres and prioritize the integration of history, ecology, and community needs. Sasaki is leading the conversation on resilience and sustainability within these large parks and through the use of our Carbon Conscience tool, we design for carbon neutrality in these parks. We know that great parks are stitched into the surrounding urban fabric, with a legible identity on all sides that invites visitors, from the local neighborhoods and across the metropolitan area.

We consider connectivity to encompass not only the park’s literal accessibility, but also its social ties to the community—the ethnic and cultural festivals, the races and sporting events, the clubs that use the park, the schools that rely on it. Likewise, the park’s success depends on the quality of access. Visiting the park must be easy, safe and pleasant and, at the park’s gateways, inspiring.







LAKEVIEW VILLAGE DEVELOPMENT MASTER PLAN

## We Know Urban Redevelopment

Throughout our history, Sasaki has demonstrated a commitment to planning and design that enhances the public realm, celebrates the environment, adds economic value, and promotes social interaction. Sasaki’s immersive, integrated approach to planning, urban design, landscape architecture, and architecture results in comprehensive solutions that knit together a flexible urban design framework, a dynamic public realm, and a well-balanced programmatic mix to achieve civic, creative, and financial goals.

We transcend the boundaries of traditional disciplines in pursuit of singular, interconnected visions for urban environments that advance the contemporary human experience. No single disciplinary perspective can address the complexity of urban life. Today, cities and large complex sites require creative, multi-benefit solutions that transcend traditional typologies. As passionate urbanists and expert practitioners, we seek new models for advancing city life: models that align multiple agendas and disparate interests into a shared vision.

Our approach to urban design is structured by systems thinking, where landscape and the public realm play a critical role.

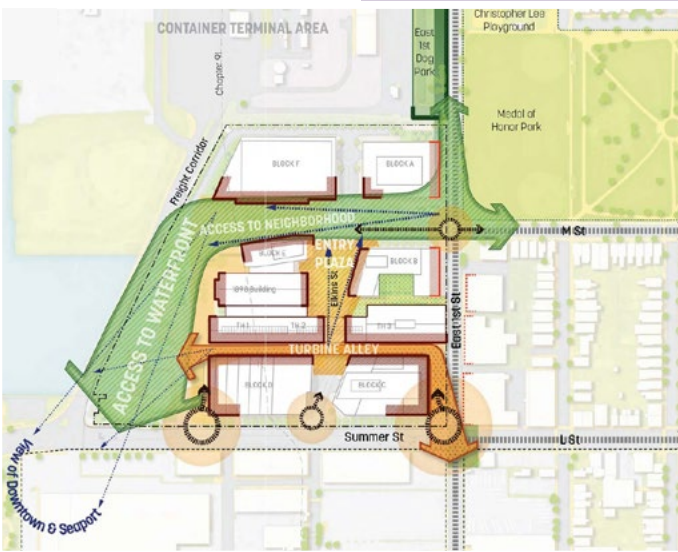
**Always extending beyond the site area involved**, we consider water management, air flow, sun path, and connectivity as fundamental elements to the development of urban form. Successful developments are guided by a strong framework plan that serves to integrate multiple systems and guide long-term evolution. Central to an enduring framework is a powerful definition of public space—whether in the form of streets, parks, or an array of civic places—which forms the armature of society’s evolving vision of the “ideal” urban environment.

Many of our built projects—buildings, interiors, and landscapes—started as planning and concept design efforts that evolved into full design collaborations. Our extensive portfolio of built work provides us with invaluable knowledge that we can apply during the planning and feasibility phase of a project. We pay crucial attention to materials, scale, massing and architectural character to make sure our buildings are both respectful of their environment and contribute to the transformation of place.



**Union Printers Home Master Plan | Colorado Springs, Colorado**

Sasaki is currently leading the planning, urban design, architecture, and landscape architecture for a 25 acre site and 15 acres of surrounding property to create a master plan to breathe new life into the site through a mix of uses and dynamic public realm. The master plan will create adaptive reuse concepts for the existing buildings and a mix of public spaces that weave together the new district into an extension of the city.



**776 Summer Street Master Plan | Boston, Massachusetts**

Sasaki has been retained as master planner for the implementation phase of L Street Station. The district will be created on the site of the South Boston Edison Power Station, a 15.2-acre parcel at 776 Summer Street, that includes significant historic landmark buildings that will be adaptively-reused. Sequestered for over a century from the surrounding communities, and decommissioned for over a decade, the re-mediated site and re-purposed historic elements will now become accessible to the public as a signature district, as well as a crossroads providing connection to surrounding businesses, retail, and residential areas in the Seaport and South Boston.



**Longwood Place | Boston, Massachusetts**

The 5.8-acre site currently hosts Simmons University’s residential campus. Once the school completes its multiphase One Simmons campus consolidation plan, the new development will transform the parcel into a mixed-use gateway to Longwood Medical Area. Five new buildings and a rich urban landscape will bring round-the-clock vitality to the bustling neighborhood, which has long been home to esteemed academic and healthcare institutions, but lacks adequate public space and connections to surrounding Boston neighborhoods.



# We Know Changing Climates

We integrate resilience, ecological design, sustainability, and green infrastructure into the experience of place.

At Sasaki we believe that every project is an opportunity to address climate change, by enhancing biodiversity, conserving carbon emissions, energy and water, improving health and wellness, addressing environmental justice, and enhancing community resilience. Our sustainability approach incorporates analyses across planning, architecture, and landscape architecture to develop holistic solutions. We engage all stakeholders in sustainability charrettes encompassing community access, public open spaces, transportation planning, stormwater management, and total project resource use, as well as design guidelines that foster resilience and minimize embodied carbon, operational energy, and potable water.

## RESILIENCE PLANNING

Since our founding, resilience has been critical to our practice at Sasaki. Across the breadth of our practice and through the depth of our work, Sasaki provides integrated solutions that address sustainability at multiple scales—the region, the city, the neighborhood, the campus, and the building. Our design philosophy leverages resilient design as multi-benefit solutions—where green infrastructure also advances economic opportunity, recreation, equity, and healthier ecosystems.

Our design approach inherently embraces sustainability to create a resilient built environment, natural environment, society, and economy, in a way that is both comprehensive and visible in the physical environment, using assessment, benchmarking, and analysis as a basis for design. Our team has proven experience designing—and implementing—resilient projects around the country. We are helping cities—such as Boston, Chicago, Cincinnati, and Memphis in the U.S., Wuhan in China, Vina del Mar in Chile—plan for sea level rise, coastal/river flooding, drought, heat, and other climate hazards. Our work has been recognized by the APA, Army Corps of Engineers, and ASLA for resilient strategies and design quality.

## ECOLOGICAL DESIGN

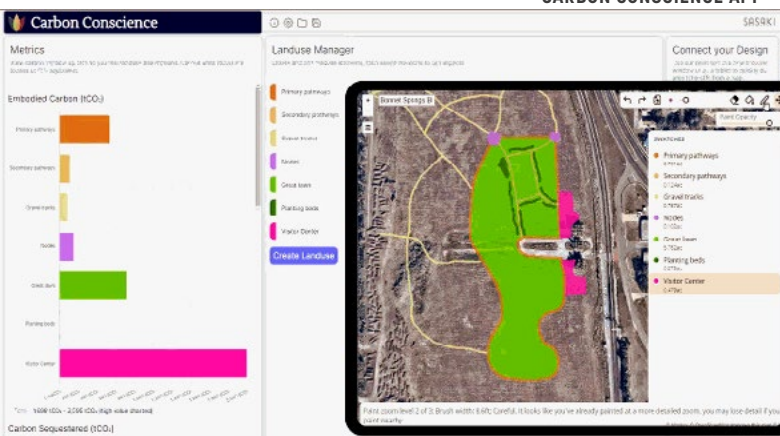
Ecology and restoration are an essential driver of Sasaki's practice. Our systematic approach traverses spatial and temporal scales and responds to diverse geographies. Working with our clients and communities, we strive to restore, create, and nurture healthy and regenerative ecosystems that will sustain the well-being of all. Sustainable objectives are organically included in Sasaki's planning and design process from conception onwards—never attached as an afterthought. These objectives include integrating environments in social, economic, and cultural contexts, designing for maintenance, contributing to a clean atmosphere, transportation demand management strategies, enhancing water resources, championing natural habitat, and managing material selection.

## ENERGY MODELING AND CARBON SEQUESTRATION

Embodied carbon is a critical consideration for renovation and for decision-making. Our work addresses many of the latest trends in sustainable design including zero-carbon projects prioritizing carbon storage and sequestration in landscape and building materials such as soils, planting and mass timber construction; electrification and renewable power for site lighting and water features; and water treatment and reuse for irrigation. We use in-house and industry tools to model embodied carbon impact at key decision points, from the analysis of how much space to renovate or replace, to the selection of structural and envelope systems, to the ability of landscapes to sequester carbon.

One in-house tool the Sasaki team has developed is called the Carbon Conscience App. This app informs preliminary planning decisions at an urban design scale by giving designers an early-stage understanding of carbon on their sites. Teams can test initial ideas by sketching on a digital interface, receiving feedback on how carbon emissions change as they sketch using an intuitive drawing format. While the Carbon Conscience App operates in a similar way to other carbon calculators, it is differentiated by the fact that it makes estimates of carbon impacts per given land use instead of relying on precise takeoff measurements for different materials. The tool is recommended for campus or neighborhood master plan scale, but it has enough specificity for site-scale concept design, allowing it to be used for rapid iteration and testing of early concepts at all scales.

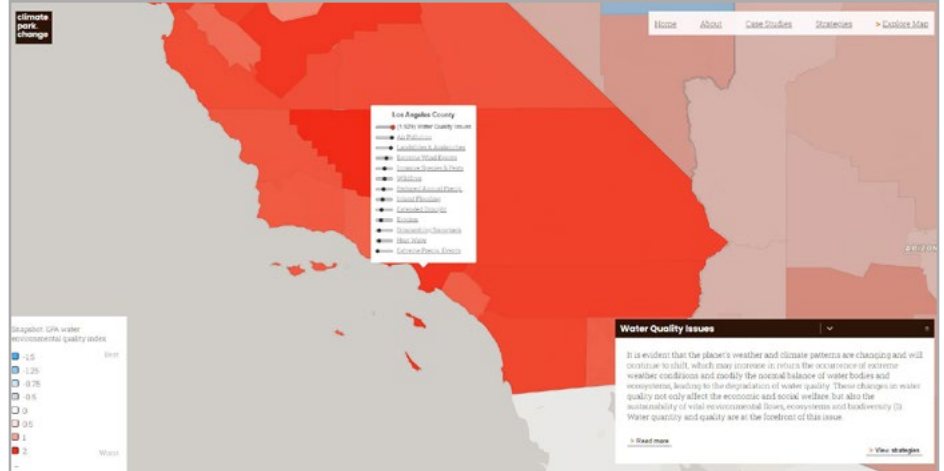
### CARBON CONSCIENCE APP





### Design to Address Climate Change

As we increasingly experience the impacts of the climate and biodiversity crises, we know we need to act faster and make climate conscious decisions at every chance. With Sasaki's own Climate.Park.Change research (Partnered with NRPA), an interactive map was made compiling data on water quality issues, air pollution, wildfires, reduced annual precipitation, and other climate threats to understand how our cities/counties are affected.



The tool shows the top climate threats in each county and connects the user to strategies that adapt and mitigate these impacts by using each city's park system. Climate.Park.Change. is the first website to showcase strategies in maintenance, ecological functionality, and park users, to help communities of all sizes mitigate and adapt their parks to combat the impacts of climate change.

Top Climate Threats CA is facing:

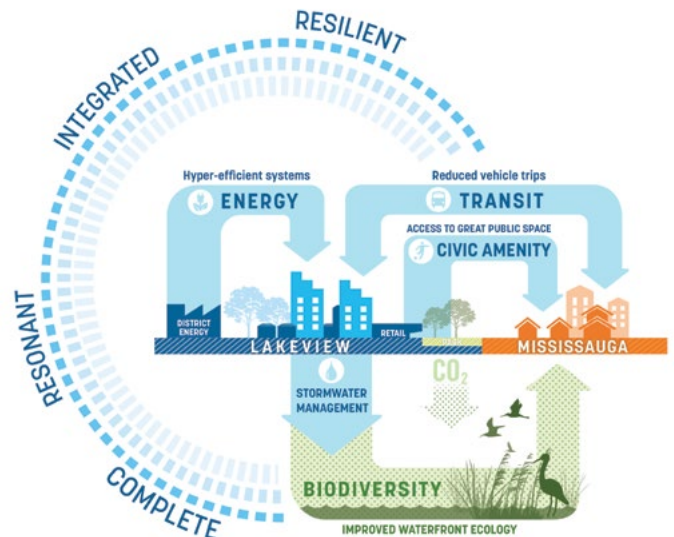
- ▶ Extreme Heat
- ▶ Poor Air Quality
- ▶ Drought
- ▶ Extreme Rain events

### INTEGRATING GREEN INFRASTRUCTURE

We seek to generate innovative approaches to stormwater management, helping to position our clients as stewards of their watersheds. In our master planning work, we address stormwater management through an integrated holistic approach—minimizing the stress of water on our systems by incorporating elements like bioswales, porous pavements, green roofs, subsurface water storage, and floodplain greenways as a part of the signature spaces on their campuses.

We work to develop creative ways to leverage a site's collected stormwater to offset potable water use for applications like irrigation or to circulate in cooling towers. Where possible, we work to not only manage stormwater in a sustainable way, but to also create awareness of the infrastructure and systems that support the site. Our approach is to weave green infrastructure into our projects through multi-functional design solutions that not only address environmental issues but also include educational and recreational benefits.

As designers and planners we have an obligation to find ways—large and small—to help our clients manage stormwater effectively for a more resilient future. By treating and leveraging runoff on-site, we can demonstrate this change to leadership in communities and make a measurable positive impact on their urban environments.



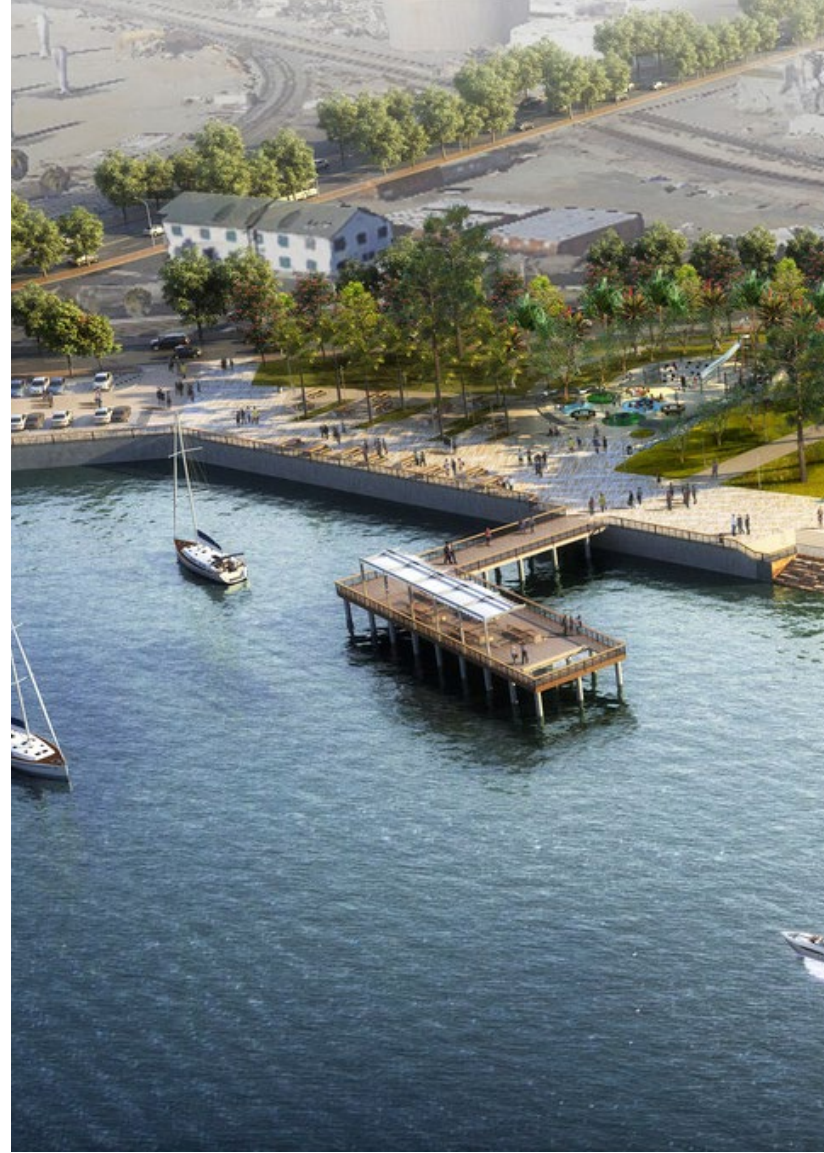
LAKEVIEW VILLAGE MASTER PLAN

## We Know Southern California

Sasaki has worked extensively throughout the state of California on a range of project types, including parks, cultural landscapes, campus plans, urban waterfronts, and student housing and learning environments. Our experience has helped us understand cultural and ecological forces within the state that can be leveraged for this project.

We are committed to working in Los Angeles and have established a presence here to better serve our west coast projects and clients. Sasaki has two employees—Ruth Siegel and Ben Boisclair—who are permanently located in Los Angeles and have recently returned to Sasaki to grow our practice in Southern California. Ruth and Ben have spent the past 15 years collectively developing a deep understanding of the local/regional climate, ecology, built environment, politics, regulatory conditions, and socioeconomic forces of Southern California.

**All of our sub consultants have worked in Santa Monica and several of them are current or former Santa Monicans!**



### SELECT CALIFORNIA PROJECTS

- ▶ Port of Los Angeles
  - » Wilmington Waterfront Master Plan
  - » Wilmington Waterfront Park
  - » Wilmington Waterfront Promenade
- ▶ Cal Poly Pomona
  - » Student Housing
- ▶ California State University, Chico
  - » Wildcat Recreation Center
- ▶ California State University, Sacramento
  - » Placer Center Master Plan
- ▶ Legoland Master Planning and Landscape Architecture
- ▶ Presidio Trust Management Plan
- ▶ NBC Universal Master Planning
- ▶ Oakland Athletics Stadium District Planning
- ▶ University of California, Berkeley
  - » LRDP/Campus Master Plan
  - » ADA Transition Exterior Quadrant Study
  - » Oxford Corridor Study
  - » Parking Study
  - » Resilient Water Plan
  - » Community Spaces Study
  - » Housing Study
  - » Athletics Master Plan
- ▶ University of California, Davis
  - » Maurice J. Gallagher Hall
- ▶ University of California, Irvine
  - » Housing/Recreation Plan
- ▶ University of California, Merced
  - » Gallo Recreation Center
- ▶ University of California, Riverside
  - » Student Services Project
  - » Glen Mor Housing
- ▶ University of California San Diego
  - » La Jolla Corporate Center Capacity Study
  - » Rock Bottom and Holiday Court Site Planning
- ▶ University of California San Francisco, Parnassus Heights
  - » Campus Landscape Design Guidelines





California Laurel  
(*Umbellularia californica*)



Warm-tolerant apples



Black Oak  
(*Quercus kelloggii*)



Cold-hardy citrus



SACRAMENTO STATE PLACER CENTER MASTER PLAN

UC RIVERSIDE GLEN MOR HOUSING



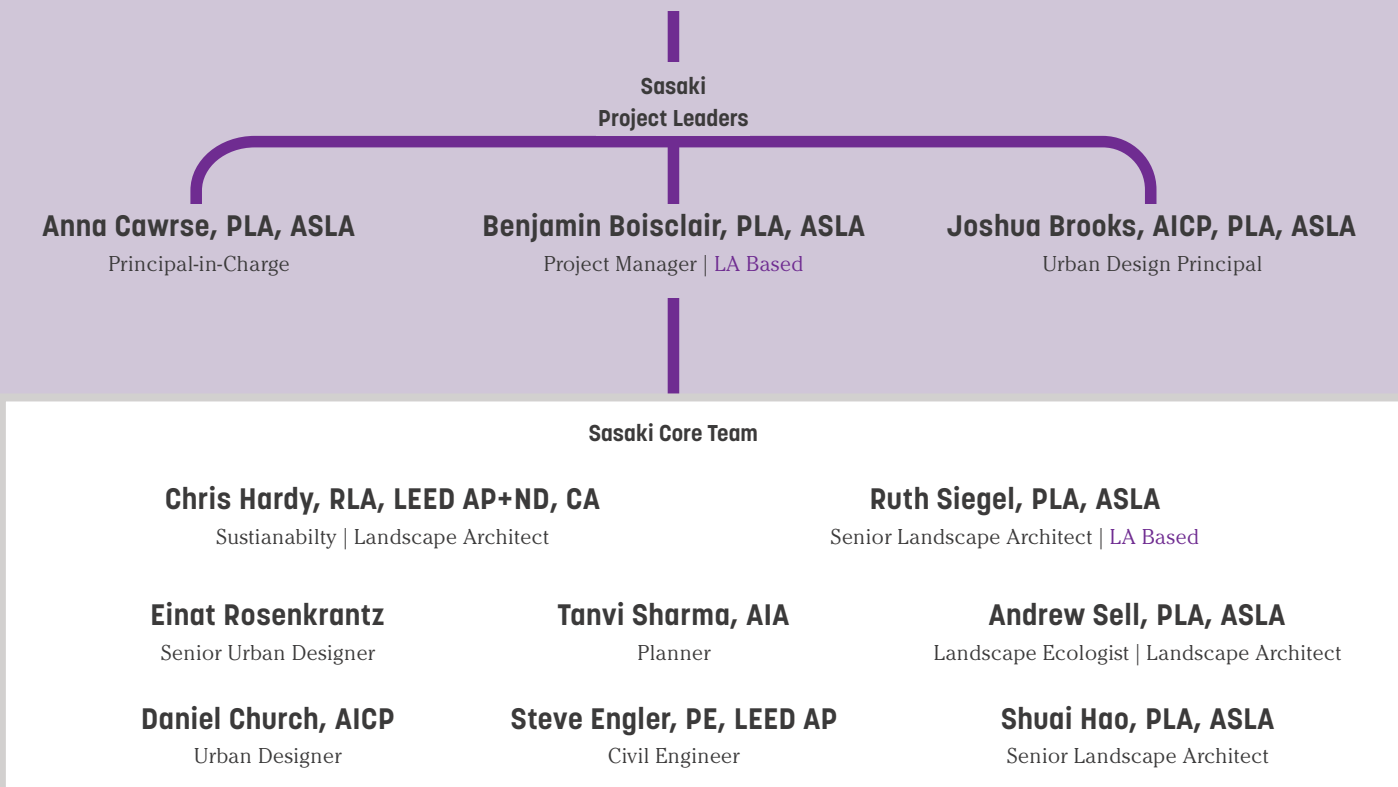


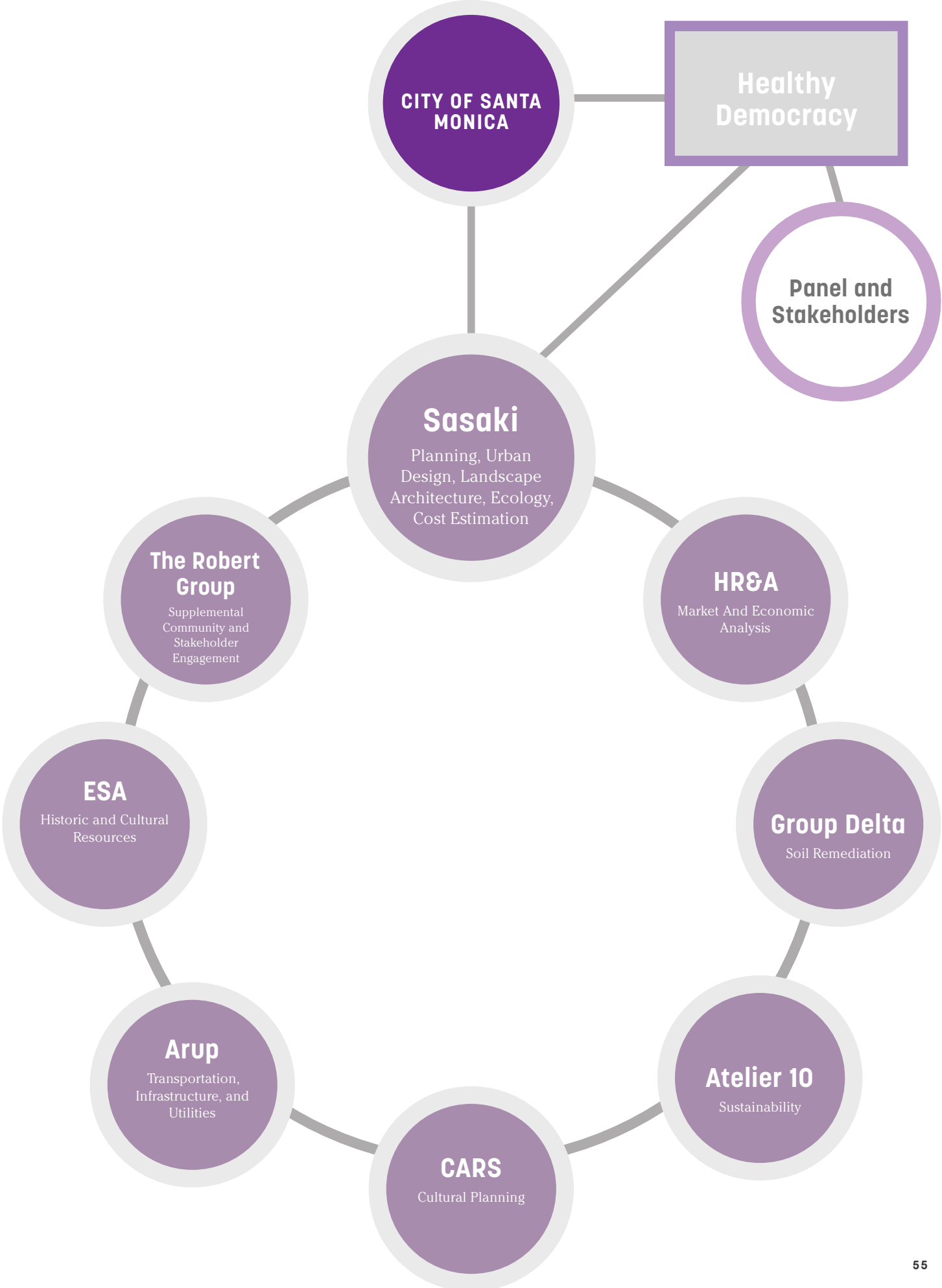
# Project Team

We have built our team based on skill sets. We have selected experts for this type of work from Sasaki to ensure that you are getting the absolute best service and expertise. Our team is organized into core members that you will be collaborating with on a day-to-day basis, no matter what the phase and additional team members that will support based on their expertise.

Our subconsultants will follow the same logic, meaning that some of them will be involved through the entire process and some will only conduct specific tasks. The Sasaki team will manage and lead all aspects of the planning and design process and will serve as a conduit between you, the client, and any subconsultant.

## City of Santa Monica





# Key Personnel

## Sasaki

### PLANNING, URBAN DESIGN, ECOLOGY, LANDSCAPE ARCHITECTURE, AND COST ESTIMATION

Hideo Sasaki founded our firm in 1953 as a landscape architect with the belief that for us to tackle the most complex issues in our world we needed multiple disciplines around the table, collaborating together at the earliest phases of a project. That idea of collaboration is part of our DNA and exactly how we practice today. Hideo was the first person to create a multidisciplinary team. 70 years later, Sasaki is the only truly integrated design firm on your short list of firms.

We bring an integrated planning, urban design, ecology, and landscape architecture team to the table that has specific expertise in all facets of this project under one roof. Sasaki's mix of in-house professionals means we spend less time managing consultants and more time focused on design and planning content to solve the challenge at hand: converting an airport into a thriving urban area focused around the public realm.

Just like our crafted, unique approach to the Santa Monica Airport conversion, our team is crafted. Every single person from Sasaki and our consultants was selected for this project and has an immense experience in planning, scenario testing, design of large parks, governance, funding, sustainability, operations, engagement, and infrastructure. We have brought together a team that not only knows each component of this project, but also has worked on converting airports across the world into vibrant new parks and civic developments. Our collective team has worked on four airport conversion projects in the last three years.

The following brief bios highlight each team member's role and specific projects that are most relevant for the Santa Monica project. Full resumes can be found in the Appendix.



**Anna Cawrse, PLA, ASLA**  
Principal-in-Charge

Anna is a landscape architect and Co-Director of Sasaki's office in Denver and will lead this project. She has worked on and managed master plans and complex built projects across North America. From large regional parks that convert airports into parks to small art plazas within the urban fabric of cities, Anna brings an expertise on how to transition master planning of the public realm into realized space. At every design scale, she has committed her practice to bringing nature into cities based on context-sensitive solutions while identifying innovative ways to create these connections.

### Key Projects

- ▶ The Ellinikon Park; Athens, Greece
- ▶ Gene Reid Park Master Plan; Tucson, AZ
- ▶ Greenwood Community Park Master Plan; Baton Rouge, LA
- ▶ Bonnet Springs Park; Lakeland, FL
- ▶ Lake Monona Waterfront; Madison, WI



### Case Study: The Ellinikon Park

Anna is currently working on The Ellinikon Park—which is heroic in scale and ambition, similar to Santa Monica's project. This translates into a responsibility to reinforce the relationship with landscape and reignite this ethos in a 21st century context, centering ecological restoration, carbon neutrality, and equitable access for all—both Athenians and the Santa Monica community.





**Joshua Brooks, AICP, PLA, ASLA**  
Urban Design Principal

Joshua is experienced in urban reconversion projects with a specific angle on implementation. He attended MIT where he wrote his thesis on the impacts of aviation technologies and their implications on legacy urban airports. Having been involved in the Non-Aviation Real Estate Master plan for the Denver International Airport and the concept design for the conversion of the old Athen's Metropolitan Airport, he brings an understanding of these specific land uses. Additionally, Joshua is currently the Principal-in-Charge for the planning and design of LA County's largest urban redevelopment project underway.

For this project, Joshua will lead the planning and urban design components of the project focusing specifically on the development of scenarios that bring together all facets of the urban system into a comprehensive framework plan. Joshua brings a holistic lens to projects that allows him to work with clients on strategic planning priorities and translate those to physical design ideas. He also understands the complexities of public-private partnerships and can work with clients to identify the paths towards implementation.

**Key Projects**

- ▶ DEN Non-Aviation Strategic Development Plan: Denver, CO
- ▶ Union Printers Home; Colorado Springs, CO
- ▶ The Ellinikon Park; Athens, Greece



**Case Study: Greenwood Park**

Josh is currently leading this project for which Sasaki is providing landscape architecture, community engagement, civil engineering and ecology services on a 660 acres future park. Designed with the best of Louisiana's natural and culture environments in mind, the new park serves as a place to get away and come together.



**Benjamin Boisclair, PLA, ASLA**  
Project Manager | LA Based

Located in Los Angeles, Benjamin's passion as a landscape architect stems from his social love of people and nature. Spanning multiple scales, he believes that grounding the built and natural world in one's everyday life is a critical path to storytelling and wellness. His interests and work center around the juxtaposition of sustainability, narrative, and tactical design. Ben brings a keen understanding in large scale urban design and built landscape, providing a solid foundation and grounding, bringing projects through regulatory hurdles and to ground breaking in a smooth and organized manner.

Ben will serve as project manager for this project. He will lead the consultants through a detailed and organized schedule. Ensuring everyone knows their roles, responsibilities, and team dynamic are key to a project's success. We will test ourselves just as you will test the team to bring the plan to reality. Ben currently holds a long understanding of the built Los Angeles environment including, but not limited to a confidential redevelopment & specific plan in LA County, as well as the Port of Los Angeles Wilmington Waterfront Park, which is under construction. For both efforts, Ben served as the Sasaki project manager and main Sasaki point of contact.

**Key Projects**

- ▶ Confidential Redevelopment & Specific Plan; Los Angeles, CA
- ▶ Wilmington Waterfront Promenade; Los Angeles, CA



**Case Study: Wilmington Waterfront Promenade**

The new L-shaped ribbon of green development will connect the Industrial District and Avalon Corridor with the new Waterfront Promenade. A future land-bridge connection will carry Angelinos and visitors over the industrial port sites to arrive in the space of the promenade—a grand entrance, opening to a sweeping view of LA harbor from the top of a sculpted landform, which cleverly nests the restrooms and services underneath the dome of earth.



**Chris Hardy, RLA, LEED AP+ND, CA**  
Sustainability | Landscape Architect

With a conservation biology and community design background, Chris has a particular passion for developing solutions to ecological and climate design problems through community processes and the use of technology. Chris has been the principal investigator for Sasaki's landscape Carbon Conscience research team from 2019 to the present. This project includes building both landscape and architectural datasets and translating them into a free and accessible design application, providing carbon metrics for planning and urban design analysis. At Sasaki, Chris is the technical lead landscape architect and project manager for The Ellinikon Park. Chris currently serves as co-chair of ASLA's Climate Action Plan Carbon and Biodiversity Subcommittee. He has taught construction technology, environmental toxicology, and ecological design studios.

**Key Projects**

- ▶ The Ellinikon Park; Athens, Greece
- ▶ Bonnet Springs Park; Lakeland, FL

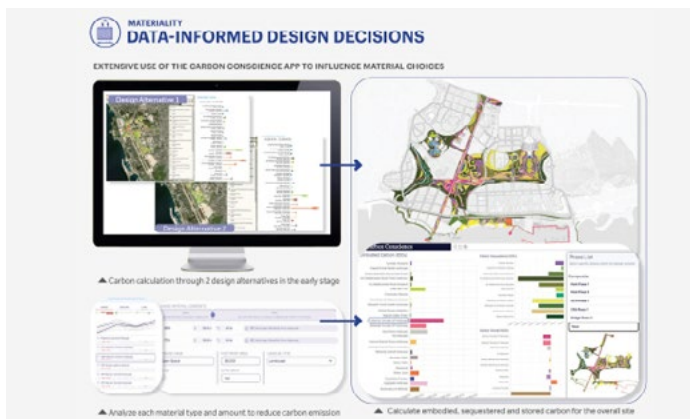


**Ruth Siegel, PLA, ASLA**  
Senior Landscape Architect | LA Based

Ruth is a landscape architect, located in Los Angeles, who is passionate about creating thoughtful outdoor environments that reflect the mission of her clients. From large-scale master plans to site specific design, Ruth's work seeks to celebrate a site's unique history and ecological context. She enjoys practicing collaboratively across disciplines to create cohesive spaces from initial project planning, through site construction and implementation.

**Key Projects**

- ▶ Firefly Mixed-Use Development & Firefly Park; Frisco, TX
- ▶ John G. and Phyllis W. Smale Riverfront Park, multiple phases; Cincinnati, OH
- ▶ Descanso Gardens Master Plan and Implementation; Los Angeles, CA (at a previous firm)



**Case Study: The Ellinikon Park**

For this project, Chris is using the Carbon Conscience App to test, reassess, calculate, and try to develop creative solutions while bringing clients along. This has included figuring out how to use over 150,000CM of waste concrete and masonry demolitions in both 'up-cycling' and 'down-cycling' strategies at the Ellinikon Park. Other strategies included large scale soil reuse, a demonstration salt marsh restoration project, reforestation, concrete reduction, and local material sourcing. Developing an understanding of carbon sensitive design is radically transforming his practice and knowledge for his clients.



**Case Study: Descanso Gardens**

Ruth has been working with Descanso Gardens since 2018, starting with the master plan which she led while at a previous firm. Since the master plan was approved by LA County in 2020, she has been working closely with the client to help them implement the 15-year plan, including helping to secure over \$11million in public grant funding.





**Andrew Sell, PLA, ASLA**

Landscape Ecologist | Landscape Architect

Andy is an ecologist and registered landscape architect based in Sasaki's Boston office. With a background in ecological restoration, Andy works on domestic and international projects across scales which address conservation, landscape restoration, and ecological resilience in response to climate change. Andy enjoys solving complex environmental issues in multidisciplinary teams, especially where research can be translated into design strategies for ecological resilience.

#### Key Projects

- ▶ The Ellinikon Park; Athens, Greece
- ▶ University Lakes Restoration Master Plan and Implementation; Baton Rouge, LA
- ▶ University of Rhode Island White Horn Brook Restoration; Kingston, RI



#### Case Study: The Ellinikon Park

On The Ellinikon Park project, Andy leads the landscape restoration and planting strategy which addresses complex issues of degraded urban soils in the face of past airport activities, invasive species, and the drought dynamism of the Eastern Mediterranean climate.



**Shuai Hao, PLA, ASLA**

Senior Landscape Architect

Shuai has over 10 years of project experience in master planning and built work across scales in US, China, and Europe—including airport conversion projects like Xuhui Runway Park and The Ellinikon Park. Her work explores how to create culturally meaningful public open spaces that are also environmentally responsible in complex natural and social contexts. She is a key member of Sasaki's Carbon Conscience research team on embodied carbon with Chris Hardy and Tamar Warburg and an advocate for designing low carbon, sustainable, and durable projects.

#### Key Projects

- ▶ The Ellinikon Park; Athens, Greece
- ▶ Xuhui Runway Park; Shanghai, China
- ▶ Smale Riverfront Park Phase 6; Cincinnati, OH
- ▶ Jinan Prior Zone Landscape Framework and Master Plan; Jinan, China



#### Case Study: Xuhui Runway Park

As the project landscape architect, Shuai has direct experience in converting a decommissioned airport into something for the greater good. This project serves as a runway of modern life, offering a space of recreation for nearby communities, as well as a respite from the high-density redevelopment around. Following its environmentally, socially, and economically sustainable approaches, the site will lead the city's new lifestyle.





**Einat Rosenkrantz**  
Senior Urban Designer

As a senior urban designer, Einat’s design works to reflect a thorough understanding of the physical, sustainable, cultural, political, and economic aspects of the respective context. She excels at a multidisciplinary approach to design, seeking integration of urban form, landscape, transportation, and sustainable practices.

**Key Projects**

- ▶ DEN Real Estate Strategic Development Plan; Denver, CO
- ▶ Novus Innovation Corridor; Tempe, AZ
- ▶ Tecnológico de Monterrey Urban Regeneration Plan; Monterrey, México
- ▶ Union Printers Home Master Plan; Colorado Springs, CO
- ▶ Zidell Yards Master Plan; Portland, OR



**Case Study: Tecnológico de Monterrey Urban Regeneration Plan**

Einat’s work on this master plan is driven by an integrated and sustainable vision of human development and education, where the Tecnológico de Monterrey can be a major catalyst for the transformation of the city. This new district flow blurs the boundaries of the campus and ties together open space, new development and the neighborhoods surrounding the university. Sustainability is promoted in environmental, social, and economic terms.



**Steve Engler, PE, LEED AP**  
Civil Engineer

Steve has more than 25 years of experience in project management and civil engineering, including stormwater management, wastewater collection and disposal, pumping systems, site and road design, layout, and grading. Steve’s work incorporates low impact development techniques and best practices. Steve is interested in simple but innovative designs to develop projects that are resilient and cost effective. He develops creative solutions based on his built work experience to inform the design of projects from the early planning stages through construction. He enjoys the complexities of redevelopment projects where the integration of new construction with existing infrastructure is critical.

**Key Projects**

- ▶ Xuhui Runway Park; Shanghai, China
- ▶ Bonnet Springs Park; Lakeland, FL
- ▶ Lawn on D; Boston, MA
- ▶ Cary Towne Center Phase 1 Landscape; Cary, NC



**Case Study: The Lawn on D**

Steve worked on this unique project: while many urban design projects follow a familiar design process—analyze site, propose options, evaluate options, select a preferred alternative, and finalize—this project has followed a less predictable path. Our site, scope, and program evolve as land availability changes, needs arise, timelines shift, and neighboring developments come online. These realities challenge us to stay flexible, agile, and open to new ideas. As a result, this project has moved forward at an incredible speed.

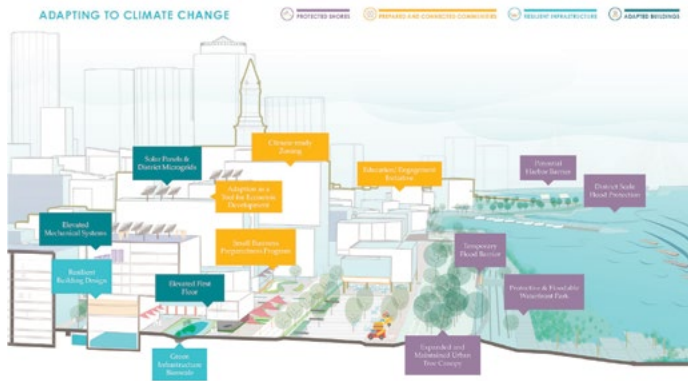


**Tanvi Sharma, AIA**  
Planner

Denver-based Tanvi adds her skills as a planner to the team as she has significant experience working with large and complex projects, ensuring multidisciplinary collaboration. In over eight years of experience, her clients have ranged across city governments, urban campuses, and commercial developments throughout the US, and her projects have included climate change adaptation, transportation system design, multi-use park, and future land use planning. Additionally for this project, Tanvi brings her experience with actively engaging a diverse community at various levels of information, collaboration, and empowerment, particularly around flood mitigation public space design.

**Key Projects**

- ▶ City of Sugar Land, Future Land Use Plan; Sugar Land, TX
- ▶ Climate Ready Boston, Coastal Resilience; Boston, MA
- ▶ San Francisco Public Utilities Commission, Watershed Flood Mitigation Planning; San Francisco, CA



**Case Study: Climate Ready Boston**

Tanvi worked on Climate Ready Boston, which is a roadmap for creating a stronger, more resilient city. Focusing on coastal and riverine flooding, stormwater flooding, and extreme temperatures, the plan identifies strategies to mitigate future risks for our changing environment. Importantly, the strategies look for opportunities for resilience investments to be multi-benefit—addressing hazard mitigation and contributing more broadly to improved quality of life in our city. In this way, resilience becomes a tool for advancing social equity, promoting economic development, and improving opportunities for healthy living and access to green space.



**Daniel Church, AICP \*\***  
Urban Designer

As an urban planner Daniel is well versed in the CEQA approval process and environmental project design/planning. Critical toward the long term vitality of the effort, the project should understand the regulatory processes ahead of this scope of work and ensure all work complies and is beneficial to the cities future efforts. Daniel's practice focuses on engaging with clients and project teams to help navigate planning processes and elicit stakeholder input in order to develop consensus. Throughout his career, he has worked at the intersection of public planning, private development, urban design, and sustainability. Daniel has experience with a variety of project scales and types, including multi-modal street design, large infrastructure and transit projects, urban mixed-use development, and neighborhood area planning. As a planner at Sasaki, Daniel works with interdisciplinary teams to consider economic, environmental, and equity-based questions in order to develop place-based design and policy solutions.

**Key Projects**

- ▶ Union Printers Home; Colorado Springs, CO
- ▶ City of Little Rock Downtown Master Plan; Little Rock, AR



**Case Study: Union Printers Home**

The Union Printers Home project in Colorado Springs is a complex master plan involving historic preservation with the creation of a modern, mixed-use infill neighborhood in the heart of the city. As the project planner for the Union Printers Home, Daniel was responsible for managing the creation and implementation of the engagement process with the broader Colorado Springs community to ensure a development vision aligned with the surrounding community's goals. Additionally, Daniel led coordination with the City of Colorado Springs to map out the future entitlements process for both zoning and permitting as well as public financing with the goal of creating a detailed roadmap for implementation by the development team.

\*\* Indicates updated personnel since the RFQ. See appendix for full resume.



# HR&A

## MARKET AND ECONOMIC ANALYSIS

HR&A has deep expertise in real estate analysis and the economics of open space. They help create more equitable, resilient, and dynamic communities. Their work turns vision into action through rigorous analysis, strategy development, and implementation planning.

### Relevant Experience

Their growth as a firm, from a small office in Santa Monica to a 150-person firm headquartered in New York, has always been dedicated to the values so firmly embedded on the West Coast—a commitment to the strengths of our manifold communities, a spirit of innovation, and bold experimentation.

HR&A has been working in the greater Los Angeles region since their founding over forty years ago, building deep experience in housing and economic development policy. In addition, they are on the ground collaborating with coalitions and community actors to shape a more inclusive, equitable future for the community. Recent work includes:

- ▶ Santa Monica Affordable Housing Production Program Feasibility Analysis
- ▶ Supporting the City of Santa Monica Housing Element updates
- ▶ California Dream for All Program
- ▶ LA County Affordable Housing Development and Preservation Support
- ▶ LA County Economic Development Delivery Strategy
- ▶ LA County Broadband Strategy and Community Wireless Network Pilot

They have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects in Santa Monica, greater Los Angeles, and across North America and abroad for over forty years.



DEN REAL ESTATE STRATEGIC DEVELOPMENT PLAN



**Candace Damon**  
Economic Advisor

Candace will leverage her 35 years of experience in the management of complex, public-private real estate and economic development activity to provide strategic direction for HR&A's work and oversee all analysis and deliverables. She has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America—including many in California. She will support the planning effort by drawing on her experience with large-scale revitalizations, including of downtowns and waterfronts to ensure the long-term viability of urban open space. She will also help address the financial challenges of making commercial and multifamily residential buildings energy efficient.

### Key Projects

- ▶ Funding Strategy for Silver Lake Reservoir Complex Master Plan; Los Angeles, CA
- ▶ San Diego Downtown Parks Implementation Master Plan; San Diego, CA
- ▶ The Sarasota Bayfront Master Plan; Sarasota, FL *(in collaboration with Sasaki)*



### Case Study: The Sarasota Bayfront Master Plan

HR&A (in collaboration with Sasaki) has supported park implementation, including helping to create a new tax increment financing district to fund a portion of project costs and supporting the recent consideration and approval by the city and County Commissions of the first \$48M of TIF financing for the next phase of park construction.





**Paul Silvern**  
Economic Advisor

Paul brings over 30 years of experience with market feasibility in the Los Angeles market. In addition to his work at HR&A, Paul previously served as Policy Development Manager and Director for the City of Santa Monica and remains a lifelong resident. He will also utilize his experience in housing—ranging from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers.

**Key Projects**

- ▶ Development Advisory for the City of Santa Monica’s Ocean Avenue Project; Santa Monica, CA
- ▶ Redevelopment & Re-Use Planning for the Santa Monica Civic Auditorium; Santa Monica, CA
- ▶ Real Estate Development Analysis for the City of Santa Monica; Santa Monica, CA
- ▶ City of Santa Monica Fee Analysis; Santa Monica, CA
- ▶ Santa Monica Housing Element Updates; Santa Monica, CA



**Case Study: Santa Monica Ocean Avenue Project**

Paul peer reviewed economic and financial analyses for a proposed mixed-use development. Located on 1.89 acres, the project would include a hotel, residential apartments, cultural uses, retail and dining, and open space. He performed a peer review of the developer’s project pro forma to inform negotiations around the provision of community benefits as part of the project. The results of HR&A’s analyses were presented at Santa Monica City Council in July 2022, leading to a unanimous vote from council members to approve the project.



**Connie J. Chung**  
Economic Advisor

Based in HR&A’s Los Angeles office, Connie is a leader in HR&A’s planning and open space practice where she develops programming, funding, and partnership strategies that enable successful public-private partnerships. As her work guides strategic investments in civic infrastructure and catalyzes signature public realm projects, she is suited to be a vital partner for Santa Monica. Her open space practice ranges from the revitalization of existing assets to the introduction of completely new amenities to a community, using market data to ground business planning.

**Key Projects**

- ▶ DEN Real Estate Strategic Development Plan; Denver, CO *(in collaboration with Sasaki)*
- ▶ Civic Auditorium Redevelopment Planning; Santa Monica, CA
- ▶ Business Planning at Orange County Great Park; Irvine, CA



**Case Study: DEN Real Estate Strategic Development Plan**

On behalf of the Denver International Airport and in collaboration with Sasaki, the team developed a land plan and urban design vision for 9,400 acres of developable land owned by the Airport. She helped to recommend development opportunities for a range of uses, as well as public and open spaces for aviation and non-aviation uses, to inform the visioning, development framework, evaluation of alternative land use programs, and implementation considerations that will guide non-airport development over the course of a generation.

# Arup

## TRANSPORTATION, INFRASTRUCTURE, AND UTILITIES

Arup is a global firm dedicated to sustainable development. With 89 offices in 33 countries, Arup's 18,000 planners, designers, engineers, and consultants deliver innovative projects across the world, collaborating with our clients and partners using imagination, technology, and rigor to shape a better world. Arup is dedicated to creating sustainable, resilient, and inclusive environments in which people not only feel safe, but engage with others, feel part of a community, and can relax and be inspired. Our firm has worked on a number of projects helping shape outdoor spaces locally, regionally, and globally.

### Relevant Experience

In Santa Monica, Arup was the civil engineer for the Santa Monica Airport Park Expansion project from 2016 to 2018. As the civil engineer on the project, Arup was involved in the community outreach process and provided street improvement design, pedestrian lighting design, and sustainable stormwater drainage integrated with the site's landscape design to support the overall final design for a "high-performance park" for the community. The project site interfaced with the Airport Avenue Improvements Project.

Arup was also the lead consultant to the City of Santa Monica for the development of a multi-user microgrid project within the city that provides clean and reliable power to the City Yards municipal facility and adjacent sites including commercial developments, transit uses, and museums. Arup is familiar with the City of Santa Monica and the Santa Monica Airport and can leverage our knowledge and experience having worked at the project site and surrounding community to hit the ground running on this transformative project.



**Katherine Perez**  
LA Office Leader

Ms. Perez is an Associate Principal and the LA Office Leader at Arup. She is an expert in urban planning, transportation, and oversees the alternative procurement delivery team in LA. With her background in real estate development, transport and urban planning policy, and the transition to electrification, she is recognized as a leader in the planning and development fields and engages in projects across the services offered by Arup. Katherine has managed numerous complex projects in transportation planning, real estate development and community engagement for cities, public agencies, philanthropy, and private businesses.

### Key Projects

- ▶ City of Long Beach Strategic Vision; Long Beach, CA
- ▶ Financing Electric Mobility Infrastructure, Department of Transportation; Los Angeles, CA
- ▶ California Energy Commission, Reliable, Equitable, and Accessible Charging for multi-family Housing (REACH); San Bernardino, CA



### Case Study: California Energy Commission, City of Long Beach Blueprint, Transition to MD/HD ZEV Infrastructure

Katherine is the project director leading team in the planning and energy analysis evaluation to inform strategic conversion of municipal fleets to zero emission vehicles, as well as explore utility and policy considerations to support roll-out. Blueprint includes a ZEV Fleet Transition Plan for the City and a roadmap for Citywide MD/HD ZEV Fleet Transition Planning.



**Tony Kirby, PE**  
Arup Project Manager\*\*

Tony Kirby is a Principal in the Los Angeles office. He was the project manager on both the Santa Monica Airport Park Expansion and North Shore Park projects, working closely with teams to deliver on the client's vision and goals. He brings in-depth knowledge and experience with site development and conversions and is passionate about creating new spaces that benefit local communities. Building on 20 years of experience, Tony has a proven track record in delivering complex multidisciplinary civil engineering projects and building successful relationships with clients and collaborators. Tony has led teams of civil engineers who regularly engage on a cross section of infrastructure and building and planning projects to deliver work at every phase of design and through construction administration.

### Key Projects

- ▶ Santa Monica Airport Park Expansion; Santa Monica, CA
- ▶ North Shore Park; Mecca, CA



#### Case Study: Santa Monica Airport Expansion

As project manager, Tony guided Arup through providing targeted design services to support both the feasibility phase and the design phases of the project. The site needs to connect to the existing public space and playing fields adjacent to the two parcels and mitigate the impacts of also being adjacent to a live general aviation facility. Tony can leverage his knowledge and experience having worked at the project site to hit the ground running on the Santa Monica Airport Conversion project.



**Paris Borovilos, LEED, PE**  
Civil/Infrastructure Lead

Paris Borovilos is an Associate with Arup in Los Angeles. He has 17 years of experience in both the private and public sector, with a strong background in land development. Paris brings knowledge of the project site having worked on the Santa Monica Airport Expansion project where he has undertaken a number of responsibilities during the project site development stage as civil lead, including grading, hydrology and drainage, utilities, and stormwater quality management. Paris has QSD certification and knowledge in developing SWPPPs and obtaining permits for stormwater and non-stormwater discharges during construction phases of a project, along with expertise in SUSMP and LID requirements for post-developed water quality compliance within local jurisdictions.

### Key Projects

- ▶ Santa Monica Airport Park Expansion; Santa Monica, CA
- ▶ North Shore Park; Mecca, CA
- ▶ Presidio Parkway; San Francisco, California



#### Case Study: North Shore Park

Arup developed a low impact stormwater solution integrating runoff management with the landscaping and native aesthetics of the region. The North Shore Park Project proposes to develop a 5-acre public use neighborhood park. By utilizing natural swales and basins with strategic sheet flows across planting, rather than traditional concrete gutters with inlets and underground pipe systems, the maintenance and operations needs of the site were minimized.



# Arup

## TRANSPORTATION, INFRASTRUCTURE, AND UTILITIES



### Case Study: First and Broadway Civic Center Park

The park's integrated design capitalizes on several conservation and passive opportunities unique to the site to reduce the consumption of energy and water resources.

The First and Broadway Civic Center Park will represent a new paradigm of urban park for Los Angeles. Sited at the locus between the civic center and a downtown residential neighborhood, continually subject to social challenges, the park aspires to bring people together in a way that is co-habitated and appealing. The design of the park mixes hardscape and greenery, with a two-floor restaurant, a beer garden, and photovoltaic shade structures meant to mimic California poppies.

Arup is establishing sustainability goals for the project, with stretch targets for transportation and water use, which includes exploring options to use recycled water for irrigation. The project is seeking triple sustainability certifications under LEED and Envision and will be the first SITES certified project for the City of Los Angeles.



**Stella Yip**  
Transportation/Mobility Lead\*\*

Stella Yip is a Transportation Planner on the Integrated Planning Team in Los Angeles. She has experience in multi-modal planning and is skilled in GIS, MassMotion, and Adobe Creative Suite. She's worked on several projects helping clients to improve street connectivity, street design and wayfinding. Her knowledge and experience in this field make her a valuable addition to the team.

- ▶ Jumpstarting City Economies: Al Fresco Streets Toolkit; United States
- ▶ MTC Mobility Hubs; San Francisco, CA
- ▶ PDX Terminal Core Redevelopment; Portland, OR
- ▶ Fisher Brothers Wayfinding Study; New York City, NY



### Case Study: Glendale Freeway Ramps Space 134 Preliminary Engineering Study

Stella and Arup worked with the key project stakeholders and the wider design team to develop two alternative concepts for the freeway cap, fully integrating future BRT and Streetcar transit concepts into the programming for the cap, enhancing access and mobility for all. Arup performed a preliminary engineering study to validate the Space 134 Vision Plan and develop alternatives. We tested the vision plan against the structural and traffic engineering needs for Phase I of the cap park and helped the city understand the options to deliver this project effectively.



**Elmon Toraman**  
Geotechnical Lead\*\*

Elmon is a civil engineer based in Arup's Los Angeles office with a focus on geotechnical engineering. Elmon has extensive experience working on conventional foundation design, shoring system design, existing foundation improvements, soil improvements and design-build projects. Her expertise covers large, multidisciplinary, civil, infrastructure projects and leads teams of geotechnical engineers and multidisciplinary teams. She has experience performing preliminary data reviews and desk studies and conducting field explorations. Her 16 years of experience makes her a great asset to this team.

- ▶ LAX Receiving Station X (RS-X), Los Angeles International Airport; Los Angeles, CA
- ▶ VTA BART Silicon Valley Phase II Contract Package 2; Silicon Valley, CA
- ▶ 1200 15th St; San Francisco, CA
- ▶ I-405 Improvement Project; Orange County, CA



**Case Study: LAX Receiving Station X (RS-X)**

Through detailed earthworks modeling and visualization Arup reduced the amount of exported material from the site by approximately one third, saving roughly \$4m in construction and hauling costs. The Los Angeles International Airport (LAX) RS-X is a new electrical receiving station being constructed as a dedicated power supply facility for LAX. The new station will increase electrical capacity to support LAWA's multi-billion-dollar capital improvement program and significantly improve power reliability.

# ESA

## HISTORIC AND CULTURAL RESOURCES

ESA is an environmental consulting and community planning firm that has helped public and private sector clients understand, address, and solve their important environmental issues and planning and policy decisions for more than 50 years. They are a 100 percent employee-owned, California-based firm with over 600 in-house environmental specialists and community planners, which allows them to achieve truly integrated solutions across a broad range of services.

### Historic Resources

ESA's award-winning Historic Resources team has extensive and demonstrated experience in historic resources management, providing professional preservation planning services and guidance regarding compliance with historical resources requirements for redevelopment projects, adaptive reuse, rehabilitation, preservation, and conservation pursuant to federal, state, and local regulations. These highly qualified historians, architectural historians, and preservation planners each meet or exceed the U.S. Secretary of the Interior's (SOI) Professional Qualifications Standards (36 Code of Federal Regulations 61) in history, architectural history, and archaeology. ESA's Historic Resources team is defined by its solutions-oriented approach, excellence of service, knowledge, experience, and high-quality work products to support the management of historic resources.

### Santa Monica Experience

ESA has performed hundreds of task orders through an on-call historic preservation resources services contract and numerous projects as an on-call environmental (CEQA) consultant and under competitively selected projects over the last several decades. Projects include the Santa Monica Historic Preservation Element CEQA Compliance, Santa Monica City Hall Historic Preservation, St. John Medical Center, 16th Street Condo Development, 11th Street Condo Development, Santa Monica-Malibu Unified School District Facilities Master Plan Technical Support, Travelodge Hotel Development (Shore Hotel), Hotel Shangri-La MND, Centinela Townhomes Initial Study/MND, Bubba Gump Restaurant Development EIR, the Santa Monica Downtown Parking Program EIR, Section 106 and CEQA documentation for the Santa Monica Pier Gangway project and Phase 4 Structural Upgrade MND, and the EIR for the Miramar Revitalization project on Ocean Avenue, to name a few.



**Monica Strauss**

Cultural Resources Lead\*\*

Monica's experience ranges from large infrastructure projects that are controversial and multi-jurisdictional to smaller development projects that are important to local agencies and stakeholders. She excels at working with agencies to develop creative mitigation solutions to address challenging cultural resources impacts, and has cultivated and maintained solid relationships with agency staff, regularly working with them to develop creative mitigation to address challenging cultural resources impacts. Relative to Tribal cultural resources, she has excellent relationships with local Tribal representatives, is an expert in the area of Assembly Bill 52, and routinely provides training to her clients and through industry workshops.

### Key Projects

- ▶ Thomas Properties Group, Metro Universal Phase I Archaeological Resources, North Hollywood, CA
- ▶ Venice Dual Force Main & Pumping Plant Generator Replacement Project Environmental Resources Manager; Venice, CA



### Case Study: Los Angeles Department of Recreation and Parks, Sheldon Skate Plaza Project

Monica directed a cultural resources constraints study for the Los Angeles Department of Recreation and Parks (LADRP) Sheldon Skate Plaza project. The LADRP plans to develop a 2.2-acre skate plaza on vacant land. The facility would consist of 20,000 SF of skate-able area, with elements to include features such as hubbas, stairs and rails, ledges and curbs, pads, and tranny ramps. Additionally, a new parking lot, a pre-fabricated restroom building, landscaping and irrigation, drinking fountain, security lighting, and ADA pathways will be included.





**Margarita Jerabek-Bray, PhD**  
 Historic Resources Director

Dr. Jerabek-Bray was selected for the project team because she has managed or conducted hundreds of historic preservation studies in Santa Monica. Her portfolio includes preliminary assessments, landmark assessments, structure of merit assessments, historic landscape assessments, Secretary of the Interior’s Standards plan reviews, character-defining features reports and CEQA impacts analyses.

**Key Projects**

- ▶ City of Santa Monica On-Call Historic Preservation Services; Santa Monica, CA
- ▶ Historic Resources and Preservation Consultation Services for Santa Monica City Hall; City of Santa Monica, CA
- ▶ Character-Defining Features Analysis Santa Monica City Hall Landscape and Grounds, 1685 Main Street; Santa Monica, CA



**Case Study: Tongva Park and Ken Genser Square Historic Landscape Analysis**

This project demonstrates Dr. Jerabek-Bray’s expertise in both landscape analysis and evaluating Santa Monica’s historic structures. ESA helped the City of Santa Monica to reduce potential impacts to City Hall and the surrounding setting in connection with the development of Tongva Park and Ken Genser Square. Dr. Jerabek-Bray was selected for the project because of her strong knowledge of City Hall and its landscape setting and nearby surrounding resources in the Civic Center, Santa Monica Pier, and Palisades Park. For the new project, she and her staff prepared a landscape analysis of the setting surrounding City Hall to amend the city’s landmark designation to include the character-defining features of the landscape.



**Shannon Papin**  
 Cultural Resources Specialist\*\*

Shannon is a Senior Architectural Historian and Cultural Resource Specialist with 25 years of professional experience in architectural history, cultural resource management, and historic preservation planning, policy, and economics. She has authored historic resource assessment, State and National Register Nominations, historic structure reports, CEQA Impacts Analysis, feasibility studies, LAHCM nominations, and HABS/HAER reports.

**Key Projects**

- ▶ Silver Lake Reservoir Complex EIR and Impacts Analysis: Los Angeles, CA
- ▶ Culver Crossings Historic Resource Assessment and EIR; Los Angeles, CA
- ▶ City of Los Angeles Department of Recreation and Parks On-Call Historic Resources Services, Historic Structure Report, Isadore House; Los Angeles, CA



**Case Study: Silver Lake Reservoir Complex EIR and Impacts Analysis**

Shannon conducted research on the historic development of the Silver Lake Reservoir Complex and identified all previously identified historic resources within 0.25-mile of the perimeter of the site to conduct a direct, indirect, and cumulative impacts analysis for the Complex’s proposed master plan.

## Group Delta

### SOIL REMEDIATION

Established in 1986, Group Delta has more than 36 years of experience. The firm has five offices in Southern California located in Torrance, Irvine, Anaheim, Ontario, and San Diego. Group Delta currently employs a staff of approximately 100 including environmental, geotechnical, and materials testing/inspection professionals. Their environmental team is composed of skilled environmental consultants and support personnel specialized in their respective fields. Their staff consists of licensed professionals including Professional Engineers (PE), Professional Geologists (PG), Certified Engineering Geologists (CEG), Certified Hydrogeologists (CHG), Certified Industrial Hygienists (CIH), Safety Trained Supervisor of Construction (STSC), Division of Occupational Safety and Health (DOSH) Certified Asbestos Consultants (CACs) and Certified Site Surveillance Technicians (CSSTs), and California Department of Public Health (CDPH) lead paint inspectors/assessors/project monitors/sampling technicians.

### Relevant Experience

Their experience includes major airport projects such as LAX Automated People Mover, United Airlines Terminal Redevelopment Project, LAX American Airlines Terminal 4/5 Modernization Program, and many more including:

- ▶ SANDAG Central Mobility Hub P3 On-call as a sub to HNTB: Environmental Current Conditions Assessment and Risk Identification of potential Central Mobility Hub Location: Naval Base Point Loma, Old Town Complex (March 2021 - January 2022)
- ▶ Los Angeles State Historic Park Site Investigation and Remediation (2014 - 2023)
- ▶ San Diego International Airport North Side Support Facilities Redevelopment Project, San Diego, California, San Diego County Regional Airport Authority (SDCRAA) on-call contract, Phase I, II and Current Conditions Report (June 2017 - December 2017)



**Glenn Burks, PhD, PE**  
Soil Remediation

Dr. Burks has been a part of projects conducted at most major airports in Southern California and has served as both a technical lead and principal overseeing projects at LAX, San Diego International Airport, John Wayne International Airport, and Ontario International Airport. Dr. Burks is also an expert in Green Remediation as he is one of the primary authors of the ASTM Standard Guide to Greener Cleanups (ASTM E2893-13) and would leverage this knowledge to develop a sustainable approach to eventual site clean-up.

### Key Projects

- ▶ United Airlines Terminal Redevelopment, Los Angeles International Airport; Los Angeles, CA
- ▶ Los Angeles World Airports (LAWA) Vacuum Enhanced Free Product Recovery System; Los Angeles, CA
- ▶ Los Angeles World Airports (LAWA) Soil Vapor Extraction System; Los Angeles, CA



### Case Study: San Diego International Airport North Side Support Facilities

As part of the San Diego County Regional Airport Authority (SDCRAA) on-call contract, he oversaw the performance of a Phase I and II Site Investigation. A total of six Areas of Concern (AOCs), five historical recognized environmental concerns (HRECs), and two Recognized Environmental Concerns (RECs) were investigated to determine impacts to subsurface soil and groundwater. The investigation included 52 boring locations and 14 temporary groundwater sampling locations and included a PFAS Investigation in Groundwater and associated Human Health Risk Assessment.



**Mike Cassidy, PG, CHG**  
PFAS Expert

Mr. Cassidy was chosen for this effort because of his extensive and ongoing experience with environmental issues at airports across the US, including LAX, Ontario, and Van Nuys. Mr. Cassidy has experience with many major environmental issues facing airport repurposing and development, including fuel hydrocarbon releases and per- and poly-fluoroalkyl substances (PFAS) from aqueous film forming foam (AFFF), including the assessment in soil, concrete, and groundwater.

#### Key Projects

- ▶ Major Airline, AFFF Fire-Fighting System Investigation; Los Angeles, CA
- ▶ Los Angeles World Airports (LAWA) Assessment of Multiple Jet Fuel Releases and PFAS in Groundwater; Los Angeles, CA
- ▶ Ontario International Airport Authority (OIAA) Workplan for PFAS Soil and Groundwater Assessment; Ontario, CA



#### Case Study: LAX Fuel Releases

Mr. Cassidy was the managing registered professional in responsible charge of assessment for LAX environmental of two different jet fuel releases at LAX, including collection of soil samples, installation of groundwater monitoring wells, free product recovery, and agency reporting including submittal of a Site Conceptual Model. He assisted the client in proactively testing for the presence of PFAS in groundwater in existing groundwater monitoring and sampling wells. This experience will directly apply to the analysis of current and relevant environmental issues that are likely present at the Santa Monica Airport.



**Alycia McCord, PG, PMP, CPESC, STSC**  
Due Diligence Lead\*\*

Ms. McCord has served as the operation and safety lead for multiple projects at LAX including, but not limited to, the American Airlines LAX Terminal 4 & 5 modernization project, Automated People Mover at LAX, and Delta Airlines LAX Terminal 2 and 3 modernization projects. Because of her certification as a Safety Professional (CSP), Ms. McCord has served as the on-site safety professional multiple LAX modernization projects listed above.

#### Key Projects

- ▶ American Airlines Los Angeles International Airport - Super Bay Fire Suppression Replacement; Los Angeles, CA
- ▶ American Airlines LAX Remodel of Terminals 4 and 5; Los Angeles, CA
- ▶ LAX Automated People Mover; Los Angeles, CA



#### LAX Terminal 4

At LAX, Ms. McCord has assisted contractors at the Terminal 4 with a known jet fuel sump. The team expected to encounter this area while placing tiebacks. Ms. McCord monitored drilling activities and assisted with techniques to minimize degrading of air quality to keep drilling moving. Ultimately, only 2 tiebacks were incomplete. The direct relevance to the project was there was very little delay, and no one had to contemplate the type of drill rig to complete the work.



# Atelier Ten

## SUSTAINABILITY

Atelier Ten brings to the team the experience of sustainability planning and analysis for a wide range of master plans that are noted for their achievement of energy, comfort, atmospheric, and other environmental targets. They recently provided whole project carbon analysis for the Phase 1 of the Ellinikon Metropolitan Park in Athens, Greece with Sasaki. The project will go beyond the industry standards for operational and embodied carbon. Additionally, Atelier Ten provided overall sustainability goal setting, site lighting design, outdoor thermal comfort analysis, and water management strategies for 100% reclaimed water use.

They are also working on the Potrero Power Station redevelopment, which will transform the city of San Francisco's waterfront, adding 6 acres of parks, multiple pedestrian paths, and 2,600 mixed-use and mixed-income units. The development will be an example for how to convert a formerly polluting power plant into a healthy and sustainable community. Atelier Ten worked with the San Francisco State University to develop the SFSU Estuary and Ocean Science Master Plan, a marine science research campus using the Living Community Challenge to guide all future development with the goals for Net Positive Energy, all-electric systems, and the 100% offset of embodied carbon.

### Experience in Santa Monica

Atelier Ten's experience in Santa Monica includes the Santa Monica Esplanade and Plaza. The Esplanade is one of the most utilized stretches of public space within the city of Santa Monica, making it an ideal location to highlight the city's commitment to environmental responsibility. Atelier Ten worked closely with the team to identify environmental strategies for the project in the early stages, which support the goals outlined in Santa Monica's Sustainable City Plan.



SANTA MONICA ESPLANADE



Claire Maxfield

Sustainability Managing Director\*\*

As managing Director of Atelier Ten's San Francisco office, Claire is a recognized leader in the environmental design and delivery of large, complex, environmentally ambitious master plans, landscapes and buildings. Claire's expertise in green buildings marries technical excellence with a strong design and environmental ethos. Claire has been leading the sustainable design of a wide range of projects in California and across the country for nearly two decades. From the largest mass transit development in the West to San Francisco's first Type 1 Eco-District, her portfolio of projects includes the Westbank Portfolio, Potrero Power Station, Mission Rock Seawall Lot 337, and Santa Monica Esplanade and Plaza.

### Key Projects

- ▶ University of California Merced 2020; Merced, CA
- ▶ Hunters Point Shipyard and Candlestick Point; San Francisco, CA
- ▶ SFO Consolidated Administration Campus Program; San Francisco, CA



### Case Study: India Basin

Atelier Ten developed a resilient master plan for the southern waterfront of San Francisco. India Basin will serve as a replicable model of progressive sustainability targeting a Net Zero Energy public realm, and greenhouse gas free building operations. The sustainability vision focuses on community resilience, greenhouse gas emissions, and water conservation. For energy efficiency, Atelier Ten set targets for building EUI and performance recommendations for building components. Atelier Ten evaluated central plant options, both thermal and electrical. The project is targeting a micro-grid, PV and batteries, that will enable net zero public realm.



**Kristen DiStefano**

**Sustainability Associate Director\*\***

Kristen is an Associate Director of the San Francisco office. With her macro-to-micro approach, Kristen provides big-picture guidance for large scale master plans and detailed analysis including daylight optimization, shading control and innovative materials on the building scale. She has managed many of the firm’s most ambitious projects ranging from the carbon neutral campus for CCA to one of the largest public-private partnership projects in US history for UC Merced. Her experience includes the Salesforce Transit Center, the Potrero Power Station, the Noumea Waterfront Masterplan, and the UCSC Kresge College Master Plan.

**Key Projects**

- ▶ Santa Monica Esplanade and Plaza; Santa Monica, CA
- ▶ SFO Administrative Campus Program; San Francisco, CA
- ▶ Mission Rock Seawall Lot 337; San Francisco, CA



**Case Study: Mission Rock Seawall Lot 337**

Seawall Lot 337, one of the most prominent lots and a key gateway development in the Mission Bay neighborhood of San Francisco, is being developed to anticipate increasingly stringent green building city regulations. Atelier Ten is currently advising on potential strategies for greening the site’s “horizontal development.” Atelier Ten developed a performance-based building sustainability strategy. Formulated to respond to the most pressing environmental issues for this site and the city - water and carbon - as articulated by the competition requirements, the team’s proposed key targets included a 20-35% carbon emissions reduction for commercial buildings.

# Community Arts Resources

## CULTURAL PLANNING

With over 34 years of experience, Community Arts Resources (CARS) creates opportunities to engage with culture and community. Dubbed by the New York Times as “Los Angeles’ preeminent festival producer,” their work is built upon the principles of strategic collaboration, connectivity, exploration, and celebration. Through the navigation of the urban landscape and cultural geography of a city, CARS develops new models for the design and activation of public space. The firm’s impressive repertoire of work has garnered a significant reputation in the fields of cultural and urban planning, event programming and production, community outreach, engagement, and marketing.

Formally founded in 1989, Community Arts Resources (CARS) and its principals, Katie Bergin and Aaron Paley, have worked in the culture and arts scene of Los Angeles since 1980. They played key roles in the seminal Festival of Masks at the Craft and Folk Art Museum, a festival that pioneered multicultural programming, reclaiming public spaces and cultivating awareness of local histories. Out of this history, CARS solidified its ethos of championing cultural connections, creative resources, respect for artists, and utilizing the arts and civic engagement to bring communities together.

At CARS, the implementation of culture into the built and social fabric of an urban environment is seen as a means for creative economic development and community enrichment. With clients that range from government planning and redevelopment agencies to private developers, architects and nonprofits, CARS develops community-focused plans that encompass our vast understanding of programming and producing events in both the public and private realm.



**Aaron Paley**

Cultural Planning Consultant\*\*

Aaron Paley is the President and Co-Founder of Community Arts Resources (CARS), employing arts and culture as catalysts for a stronger urban fabric. With over 40 years of experience, Aaron’s work has garnered him a significant reputation in the fields of cultural planning, urban planning, and event production. With over 35 years of experience working in Santa Monica, Paley and CARS created the city’s first open streets event, COAST, which transformed the streets of Santa Monica into a giant park for a day and connected the people of the city in a way they had never experienced before.

## Key Projects

- ▶ The Plaza at Santa Monica Governance and Activation Planning; Santa Monica, CA
- ▶ California Plaza Programmatic Governance and Operations Plan; Los Angeles, CA
- ▶ CicLAvia Open Streets Event; Los Angeles County, CA
- ▶ Santa Monica Festival; Santa Monica, CA



## Case Study: Santa Monica Festival

This was a celebration of the unique intersection of art and the environment, while highlighting the amazing diversity that is representative of the city itself. Community Arts Resources produced and marketed the Santa Monica Festival, which grew into the city’s largest celebration of its civic identity.





**Katie Bergin**

Cultural Planning Consultant\*\*

Katie Bergin is the Executive Director and Co-Founder of Community Arts Resources (CARS). She has over 35 years of experience working, producing, and programming in Santa Monica, including the long running Santa Monica Festival which took place right next to SMO Airport in Clover Park. The Santa Monica Festival ran annually from 1992 - 2015 and provided Bergin and CARS with a deep understanding of Santa Monica and key relationships with the various organizations and people that call it home.

#### Key Projects

- ▶ COAST Santa Monica's Open Streets Celebration; Santa Monica, CA
- ▶ GLOW; Santa Monica, CA
- ▶ Ice Breakers Concert Series; Santa Monica, CA
- ▶ Santa Monica Festival; Santa Monica, CA



#### Case Study: COAST

From 2016 - 2019, CARS produced COAST, the City of Santa Monica's Open Streets Event, transforming the streets of Santa Monica into a giant park for a day. For two miles COAST brought the streets of Santa Monica to life with arts and cultural programming and installations, community outreach by city departments, engaging and active workshops, as well as small business outreach.



**Kora Peterson**

Cultural Planning Consultant\*\*

Kora Peterson is the Lead Producer at Community Arts Resources (CARS), she was born and raised in Santa Monica giving her an intimate knowledge of the city. Prior to CARS Peterson worked in the arts and culture sector in Santa Monica for many years. While working with the storied McCabe's Guitar Shop, Peterson applied for and won the Santa Monica Cultural Affairs Art of Recovery contract to produce a pilot program concert series. Working with CARS, she produced the annual Americana in the Park concert series which still takes place at Gandara Park.

#### Key Projects

- ▶ Art of Recovery/Americana in the Park; Santa Monica, CA
- ▶ Getty Center 25th Anniversary Community Art Festivals; Los Angeles, CA
- ▶ The Getty Center Family Festivals; Los Angeles, CA



#### Case Study: Americana in The Park

In 2021 Community Arts Resources (CARS) worked with the City of Santa Monica and McCabe's Guitar Shop to produce Americana in the Park, a four-part concert series in Santa Monica's Gandara Park. CARS worked closely with Santa Monica Cultural Affairs to write, launch, and run the RFP process for this first Art of Recovery, and to create a replicable process for future iterations of the funding cycle.

# The Robert Group

WBE/MBE/DBE/SBE

## SUPPLEMENTAL COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Robert Group (TRG), established in 1993, is a public affairs firm with expertise in citizen engagement, stakeholder outreach, and strategic communications. They develop and implement comprehensive outreach and engagement programs that build consensus, identify solutions, facilitate multiple opportunities for public input, and motivate broad stakeholder participation on projects of regional importance.

Their areas of expertise include developing innovative, multi-faceted public engagement programs for land use transformation, transportation, planning, public health, and economic and community development projects, as well as for master plans and projects that require environmental clearance. The services they provide include public engagement and strategic consensus-building; media relations; focus group facilitation; collateral material design and development; multi-lingual translation services; stakeholder identification; database development and maintenance; web-based and multi-media meeting facilitation; and social media management.



PUENTE HILLS LANDFILL PARK



SILVER LAKE RESERVOIR COMPLEX MASTER PLAN



**Christine Robert**  
Community Engagement Lead

Prior to founding TRG, Chris gained significant experience in transportation and large public works projects as Senior Administrative Analyst at the Los Angeles County Metropolitan Transportation Authority (Metro). She also served as Manager of Government and Public Affairs at the agency where she conducted presentations to community groups; monitored and analyzed transportation projects and legislative issues of concern to city, state, and federal local elected officials; coordinated public outreach efforts to keep communities informed of transportation projects; and developed and implemented project action plans with city, state and federal elected officials and their staff.

### Key Projects

- ▶ Housing Authority for the City of LA (HACLA): Jordan Downs Community Master Plan; Los Angeles, CA
- ▶ LA County Department of Public Works: LA County: LAC + USC Medical Center Campus Plan; Los Angeles, CA



### Case Study: Sepulveda Basin Vision Plan

TRG developed a comprehensive, creative, and innovative outreach approach for engaging stakeholders and interested parties throughout the visioning process. Focusing on multi-generational and multi-cultural stakeholder involvement and consensus-building, TRG is working to solicit input about specific cultural and recreational interests, especially where there have historically been a range of differing objectives.





**Isaiah Ford**

**Community Engagement Director\*\***

As a project manager he focuses on community outreach and public infrastructure projects. He brings CEQA experience leading the public outreach and engagement efforts for many of The Robert Group’s projects developing draft and final environmental impact reports. Isaiah has worked with government agencies throughout the City and County of Los Angeles, concentrating on intergovernmental and stakeholder relations. The current focus of his projects range across the Greater Los Angeles region, including extensively in Inglewood. Isaiah works closely with communities and stakeholders to ensure public engagement and project goals are exceeded at all levels and ensuring that projects are inclusive of the diverse communities they serve.

**Key Projects**

- ▶ Clippers Arena Intuit Dome Project; Los Angeles, CA
- ▶ Inglewood Transit Connector (ITC); Los Angeles, CA



**Case Study: Inglewood Transit Connector**

TRG is has been spearheading the community outreach and engagement efforts for the project through the Environmental Impact Review (EIR) and certification process. An important milestone was reached in October 2022 with the release of the Notice of Availability of an Environmental Assessment (EA) and in February 2023 was awarded \$407 million from the California State Transportation Agency.



**Christina Monzer**

**Community Engagement Specialist\*\***

As a senior project manager she supports and leads all aspects of public engagement and community outreach activities, including the development and implementation of public outreach programs. She has an extensive background in the areas of sustainability, transportation, economic development, and land use. She has been a significant asset in facilitating TRG’s engagement with community residents and stakeholders at community workshops and pop-up events.

**Key Projects**

- ▶ LA County Metro: Centinela Grade Separation Project; Los Angeles, CA
- ▶ LA County Metro: C Line (Green) Extension to Torrance Project; Los Angeles, CA
- ▶ LA County Metro: LA River Path Project; Los Angeles, CA
- ▶ City of West Hollywood: K Line Northern Extension; Los Angeles, CA



**Case Study: Puente Hills Landfill Park**

She is currently leading community outreach efforts for the development the Puente Hills Landfill Park project. Part of her role for this project is to develop monthly strategies to communicate and engage with residents and businesses near the proposed project boundaries. She is skilled at tailoring approaches and community messaging that reaches broad and diverse audiences that are unique to communities we live and work in





# 5 — Appendix

—Resumes

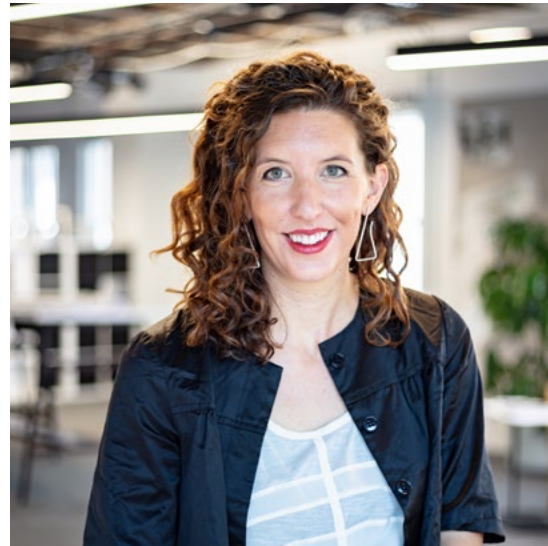
—Projects

# Anna Cawrse

ASLA, PLA

Principal-in-Charge |  
Denver Office Director

SASAKI



Anna is a landscape architect who has worked on and managed complex built projects and master plans across the world. From large regional parks along major waterways, to small pocket parks within the urban fabric of cities, Anna brings an expertise on how to transition master planning of the public realm into realized space.

At every design scale, she has committed her practice to bringing nature into cities based on context-sensitive solutions and looks for innovative ways to create strong social and environmental connections. Anna is dedicated to engaging the community in all of her projects and strives to create designs that reflect the current and future communities' needs. Her passion for designing the public realm allows her to tackle the complexity of built projects, while considering the project's ecological and social impacts on a site.

Anna is also an Adjunct Professor at Northeastern University's Sustainable Urban Environments and teaches courses on design representation and social systems.

## EDUCATION

**Harvard University Graduate School of Design**  
Masters of Landscape Architecture

**Colorado State University**  
Bachelor of Landscape Architecture

## REGISTRATIONS

Registered Landscape Architect: CO, TX

Certified Construction Document Technologist

## ACADEMIC POSITIONS

**Northeastern University**  
Sustainable Urban Environments; Adjunct Professor

## PROFESSIONAL AFFILIATIONS

The Cultural Landscape Foundation Board Member

Downtown Denver Partnership Public Realm Council; 2020 - Present

City Parks Alliance; 2019 - Present

National Recreation and Parks Association; 2018 - Present

Colorado State University Alumni Advisory Board; 2016 - Present

American Society of Landscape Architecture; 2012 - Present

Urban Land Institute - Group Liaison for the Young Professionals Partnership Forum; 2016 - 2017

City and County of Denver Stakeholder Task Force - Zoning Evaluation; 2016 - 2017

Downtown Denver Partnership Public Realm Council; 2012 - 2016

Design Workshop Director of Design Innovation Council; 2014 - 2016

Colorado Chapter American Society of Landscape Architects Professional Education Coordinator; 2012-2016

Rocky Mountain Harvard University Club; 2012 - 2016

American Society of Landscape Architects Board of Emerging Leaders; 2013 - 2014

Harvard Graduate School of Design Alumni Council



**SELECT EXPERIENCE**

36th Street Design; Denver Colorado

Aurora Parks and Open Space Plan; Aurora, Colorado

Bonnet Springs Park; Lakeland, Florida

Chestnut Place Street Scape; Denver, Colorado

Denver Parks and Recreation Game Plan; Denver, Colorado

Dumke Arts Plaza; Ogden, Utah

The Ellinikon Park; Athens, Greece

Gene Reid Park Master Plan; Tucson, Arizona

Greenwood Community Park Master Plan; Baton Rouge, Louisiana

Greenwood Community Park Phase 1 Implementation; Baton Rouge, Louisiana

High Line Canal Framework Plan; Denver, Colorado

Hurley Master Plan (RiNo); Denver, Colorado

LaSalle Street Vision Plan; Chicago, Illinois

Mallory Square Waterfront Plaza; Key West, Florida

National Pulse Memorial Competition; Orlando, Florida

Restoration of University Lakes; Baton Rouge, Louisiana

Sarasota Bayfront Master Plan, Sarasota, Florida

Zagreb Fair Site Master Plan; Zagreb, Croatia

**PREVIOUS EXPERIENCE**

18 off North Park; Omaha, Nebraska

Cadence Parks & Open Space Master Plan; Henderson, Nevada

Connecting Auraria; Denver, Colorado

Dominion Bridge; Public Realm; Calgary, Alberta, Canada

Federal Boulevard Corridor Study; Denver, Colorado

Greenwich Master Plan; Calgary, Alberta, Canada

I-70 Lid Park; Denver, Colorado

Post Oak Boulevard; Houston, Texas

RiNo World Trade Center; Denver, Colorado

Shanghai Vanke Albany Open Space; Shanghai, China

Sun Valley Master Plan; Denver, Colorado

The Park on San Felipe; Houston, Texas

Vancouver Parks & Open Space Master Plan; Vancouver, British Columbia, Canada

**AWARDS**

Boston Society of Landscape Architects (BSLA), Merit Award in General Design category, Sarasota Bayfront Master Plan; 2023

Fast Company World Changing Ideas Awards, Winner in Urban Design category, The Ellinikon Metropolitan Park; 2023

American Society of Landscape Architects, Louisiana Chapter, Honor Award–Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2022

American Society of Landscape Architects, Colorado Chapter, President’s Award of Excellence–Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, Greenwood Community Park Master Plan and Implementation; 2022

Fast Co. World Changing Ideas Awards, Honorable Mention–Climate category, Climate.Park.Change.; 2022

American Society of Landscape Architects, Colorado Chapter, Merit Award– Research & Communication category, Climate.Park.Change.; 2021

American Society of Landscape Architects, Colorado Chapter, Honor Award–Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2021

Governor’s Awards for Downtown Excellence, People’s Choice Award, RiNo Streetscape Designs; 2021

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, The Sarasota Bayfront Master Plan; 2021

The Architect’s Newspaper, Best of Design Awards, Honorable Mention, Unbuilt – Landscape category, Greenwood Community Park Master Plan and Implementation; 2020

Portraits of Inclusion Award Recipient; 2019

American Planning Association, National Planning Achievement Award for Public Outreach – Gold, High Line Canal Vision Plan; 2018

**SELECT SPEAKING**

City Parks Alliance: “Nature-Based Solutions To Climate Threats: Flooding, Biodiversity Loss, and Heat”; June, 2023

NRPA Conference: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks; 2022

University of Miami: University Lakes Presentation; 2022

8x8 Women in Landscape, UCD Lecture: Landscape Can Change the World; 2022

Kansas State University: Presentation on Sasaki’s Work; 2022

Denver CAP New Students Welcome: Finding Your Superpower; September, 2022

ASLA National Conference: Building on Unstable Ground-University Lakes Restoration; 2022

ASLA National Conference: Drawing Beyond Concepts: The Role of Drawing from Sketch Through Construction-Bonnet Springs Park; 2022

Placemake Earth Challenge: Placemaking US-Inspiration for Participants of the Placemake Earth Challenge, 2021

Interview for WBRZ2 (Local News Station in Baton Rouge): Our Lakes Fest Updates Public on University Lakes Restoration Project, 2021

NRPA National Conference: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks, 2021

Ontario Parks and Recreation: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks, 2021

Oregon Outdoor Recreation Summit: Climate.Park.Change, 2021

# Joshua Brooks

ASLA, PLA, AICP

Urban Design Principal |  
Denver Office Director

SASAKI

Joshua is an urban designer, planner, and landscape architect with a deep passion for creating successful human habitat for all people.

His interests lie at the intersection of people and infrastructure, where he focuses on the planning, design, and implementation of urban places of lasting social significance and ecological integrity. A systems thinker, Joshua has used his multi-disciplinary background to work across scales in North America, Australia, Europe, and North Africa.

On every project, he has committed himself to working with both public and private clients on complex social, environmental, and financial problems through collaboration, community engagement, and innovative solutions. Joshua's expertise is in district-scale master planning, urban redevelopment, infrastructural and environmental urban systems, corridor planning and design, and parks and public spaces. He has a keen understanding of social dynamics, long-term implications of planning and design, environmental performance, and changes in technology and economies. He uses this knowledge to craft resilient solutions for cities and people.

Joshua earned a master's degree in city planning from Massachusetts Institute of Technology and holds a bachelor's degree in landscape architecture with a minor in environmental science from Louisiana State University. He has taught at Northeastern University's School of Architecture on Sustainable Urban Environments and works to bring human-centric urbanism to the mainstream through research, education, and writing.



## EDUCATION

### Massachusetts Institute of Technology

Master of City Planning, City Design and Development

### Louisiana State University

Bachelor of Landscape Architecture; Minor of Environmental Science and Ecology

## REGISTRATIONS

American Institute of Certified Planners

Registered Landscape Architect: AZ, CO, IA, LA, MI, UT, WY

Certified Construction Document Technologist

## ACADEMIC POSITIONS

### Northeastern University

Adjunct Professor, Sustainable Urban Environments

### Colorado State University

Guest Lecturer

### Kent State University

Guest Lecturer

### Louisiana State University

Guest Lecturer

### Massachusetts Institute of Technology

Guest Lecturer

### University of Denver

Guest Lecturer

### University of Nebraska-Lincoln

Guest Lecturer

### Utah State University

Guest Lecturer

## PROFESSIONAL AFFILIATIONS

American Planning Association

American Society of Landscape Architects

International Downtown Association

Urban Land Institute

**PROJECT EXPERIENCE**

AHEC Downtown Campus Master Plan; Denver, Colorado

Baseline Center Street District Planning and Design; Broomfield, Colorado

Boulder Junction TOD Master Plan; Boulder, Colorado

City of Davenport Main Street Landing Destination Play Area and Event Lawn; Davenport, Iowa

Confidential Redevelopment & Specific Plan; Los Angeles, California

Downtown Evansville and Ohio River Master Plan; Evansville, Indiana

Downtown Little Rock Master Plan; Little Rock, Arkansas

Denargo Market Redevelopment; Denver, Colorado

The Ellinikon Metropolitan Park; Athens, Greece

Foothills Mall Redevelopment; Fort Collins, Colorado

Greenwood Community Park Master Plan and Implementation; Baton Rouge, Louisiana

Hurley Place District Master Plan; Denver, Colorado

La Gare Conceptual Master Plan; Addis Ababa, Ethiopia

NBC Universal Studios Master Plan; Los Angeles, California

New Orleans Convention Center Entertainment District; New Orleans, Louisiana

Novus Innovation District; Tempe, Arizona

Ochsner Medical District Master Plan; New Orleans, Louisiana

Pearl East Campus Landscape Plan; Boulder, Colorado

Plan for the Restoration and Enhancement of Baton Rouge Lake System; Baton Rouge, Louisiana

Sarasota Waterfront Park; Sarasota, Florida

Union Printers Home Master Plan; Colorado Springs, Colorado

University of Colorado Boulder 2021 Master Plan; Boulder, Colorado

Uptown Innovation Corridor Vision Plan; Cincinnati, Ohio

Zagreb Fair Site Master Plan; Zagreb, Croatia

**PREVIOUS EXPERIENCE**

84th Street Redevelopment; La Vista, Nebraska

1144 Fifteenth Street Plaza; Denver, Colorado

Adams County Fairgrounds Master Plan; Adams County Colorado

Boulevard One Redevelopment and Open Space; Denver, Colorado

Cadence Redevelopment, Design Guidelines, and Open Space Design; Henderson, Nevada

City of Denver Outdoor Downtown Plan; Denver, Colorado

Digman's Creek Highway Alignment and Bridge Design; New South Wales, Australia

Festival Park; Castle Rock, Colorado

Green in the City 18 Off North Park; Omaha, Nebraska

H25 Entertainment District; Fort Collins, Colorado

I-70 Corridor Design Guidelines; Denver, Colorado

I-70 Highway Cover Park; Denver, Colorado

Ouikaimeden District Master Plan; Oukaimeden, Morocco

P Street Corridor Master Plan; Lincoln, Nebraska

Post Oak Boulevard; Houston, Texas

South Broadway Corridor Redevelopment; Denver, Colorado

South Broadway Park; Denver, Colorado

Swope Pedestrian Master Plan; Kansas City, Missouri

Sydney Metropolitan Growth Study; Sydney, Australia

Sydney Olympic Commission Brick Pit Park; Sydney, Australia

Triangle Plaza Development; Denver, Colorado

Vancouver Parks of Recreation Strategic Master Plan; Vancouver, Canada

Watermark Waterfront; Tempe, Arizona

Weld County Open Space; Weld County, Colorado

**AWARDS**

Fast Company World Changing Ideas Awards, Winner in Urban Design category, The Ellinikon Metropolitan Park; 2023

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence—Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

American Society of Landscape Architects, Colorado Chapter, Merit Award—Analysis & Planning category, University of Colorado Boulder 2021 Master Plan; 2022

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, Greenwood Community Park Master Plan and Implementation; 2022

Society for College and University Planning, Merit Award, Excellence in Planning for an Existing Campus, University of Colorado Boulder 2021 Master Plan; 2022

American Society of Landscape Architects, Colorado Chapter, Honor Award—Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2021

**SELECT PRESENTATIONS**

"Airport Cities and Economic Development," American Council of Engineering Companies National Conference; 2022

"Wall Stories: Floor Stories," American Society of Landscape Architects National Conference; 2019

"The Devil is In the Details," National Conference of the American Society of Landscape Architects

"Doubling Downtown Denver," National Conference of the American Society of Landscape Architects

"Big Ideas for Small Area Planning in Austin, Texas," American Society of Architects

"Bigger. Smaller | Pedestrian Safety in Boston," International Making Cities Livable Conference

**SELECT RESEARCH**

Climate.Park.Change Research with the NRPA; Nationwide

Handbook for Complete Communities, Big Ideas for Small Area Planning; Austin, Texas

Quantitative Analysis of Pedestrian Safety and Public Realm Influences; Boston, Massachusetts



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# Benjamin Boisclair

PLA, ASLA

Project Manager | Senior Associate |  
Based in Los Angeles

SASAKI



Benjamin's passion as a landscape architect stems from his social love of people and nature. Spanning multiple scales, he believes that grounding the built and natural world in one's everyday life is a critical path to storytelling and wellness.

His interests and work center around the juxtaposition of sustainability, narrative, and tactical design. Over seven years of professional experience has brought Benjamin around the world working on built and conceptual landscapes ranging in budget from multi-million to pro-bono. He believes that successful design tells a sweeping story that embeds the user and local community in a space. Prior to Sasaki, Benjamin worked with SWA and Walt Disney Imagineering in Los Angeles, California. His expertise supports the Sasaki team on a variety of projects including but not limited to urban interventions, sustainable design, community outreach, and construction documentation.

**EDUCATION****Syracuse University | SUNY  
College of Environmental Science  
and Forestry**

Bachelor of Science in  
Landscape Architecture

**REGISTRATIONS**

Registered Landscape Architect:  
CO

**PROFESSIONAL  
AFFILIATIONS**

Member of the American Society  
of Landscape Architects

Member of ASLA Southern  
California

Nominated member of ASLA LAM  
Magazine Editorial Committee

**SELECT EXPERIENCE**

Confidential Redevelopment  
& Specific Plan; Los Angeles,  
California

Port of Los Angeles Wilmington  
Waterfront Promenade; Los  
Angeles, California

Carnegie Mellon University  
Tepper Quadrangle; Pittsburgh,  
Pennsylvania

Dartmouth College House Center  
Pilots; Hanover, New Hampshire

Denver Game Plan for Parks and  
Recreation; Denver, Colorado

High Line Canal Vision Plan;  
Denver, Colorado

Lawrenceville Corp. Sustainable  
Redevelopment Plan; Pittsburgh,  
Pennsylvania

Newport Open Space Master  
Plan; Newport, Rhode Island

Phu Quoc Landscape  
Development Vision; Phu Quoc,  
Vietnam

Recreation Park at Union Point;  
Weymouth, Massachusetts

Smale Riverfront Park; Cincinnati,  
Ohio

Strip District Waterfront  
Redevelopment Plan; Pittsburgh,  
Pennsylvania

Syracuse University Einhorn  
Family Walk; Syracuse, New York

**PREVIOUS EXPERIENCE**

Ballona Creek Master Plan/  
Revitalization; Culver City,  
California

Belgrade Waterfront; Belgrade,  
Serbia

Blackwelder Boardwalk Vision;  
Los Angeles, California

Da Dong Residential Complex;  
Taiwan

Disneyland Resort Expansion  
Plans; Anaheim, California

Dubai Creek Harbour; Dubai,  
United Arab Emirates

King Salman Park Competition;  
Riyadh, Saudi Arabia

LinkedIn US HQ; Mountainview,  
California

Media Park Revitalization &  
Outreach; Culver City, California

Melrose Triangle; West Hollywood,  
California

Mission College Corporate  
Campus; Santa Clara, California

Pandora - The World of Avatar;  
Walt Disney World, Lake Buena  
Vista, Florida

Pershing Square Re-vision Study;  
Los Angeles, California

Samsung American HQ;  
Sunnyvale, California

San Vicente Medians  
Competition; Alexandria, Virginia

**AWARDS**

American Institute of Architects,  
New Hampshire Chapter,  
Honor Award - Excellence in  
Architectural Design, Commercial  
& Institutional; Dartmouth College  
House Center Pilots; 2021

Boston Society of Architects,  
Honor Awards for Design  
Excellence, Citation; Dartmouth  
College House Center Pilots; 2021

American Planning Association,  
National Planning Achievement  
Award for Public Outreach - Gold;  
High Line Canal Vision Plan; 2018

Boston Green Links Competition:  
"Most Implementable Short Term;"  
2016

Upstate New York ASLA: Merit  
Award of Achievement; 2015

Upstate NY ASLA Student Honor  
Award; Project QRmarsh; 2013

# Chris Hardy

RLA, LEED AP+ND, CA

Landscape Architect | Senior Associate

SASAKI

Chris's experience includes an array of projects around the world, ranging from master plans to complex, constructed urban landscapes. Chris focuses on the integration of ecology and culture, with a commitment to exemplary craft in the built environment.

With a conservation biology and community design background, Chris has a particular passion for developing solutions to ecological and climate design problems through community processes and the use of technology. Chris has been the principal investigator for Sasaki's landscape Carbon Conscience research team from 2019 to the present. This project includes building both landscape and architectural datasets and translating them into a free and accessible design application, providing carbon metrics for planning and urban design analysis.

Prior to Sasaki, Chris worked at SWA San Francisco and earlier at MNLA in New York City. Outside of practice, Chris participates in the design community through advocacy, teaching, service, and writing. Chris serves as cochair of ASLA's Climate Action Plan Carbon and Biodiversity Subcommittee. He has taught construction technology and design studios and coauthored a book on outdoor performance facilities. Chris believes that every project is not only a design opportunity, but an opportunity to experiment, listen, and learn.



## EDUCATION

### Cornell University

Masters of Landscape Architecture with Honors

### Duke University

Bachelors of Science in Biology, Minor in Environmental Science

## ACADEMIC POSITIONS

### UC Berkeley Extension

LD ARCH X405: Construction Technology II

LD ARCH X468: L-3 Studio, Neighborhood Design Studio

LD ARCH X465: Digital Landscape Graphics

LD ARCH X469: Portfolio Workshop

### Cornell University

LA 4940 Environmental Toxicology for Landscape Architects.

LA 4010 Urban Design Studio

LA 4910 Introduction to Computer Graphics.

## REGISTRATIONS

Registered Landscape Architect: CA

ISA Certified Arborist

LEED AP+ND

## PROFESSIONAL AFFILIATIONS

U.S. Green Building Council

American Society of Landscape Architects

International Society of Arboriculture

Sasaki LA+CE Quality Control Coordinator



**SELECT EXPERIENCE**

Bonnet Springs Park; Lakeland, Florida

Cary Towne Center; Cary, North Carolina

Ellinikon Metropolitan Park; Athens, Greece

Greenwood Community Park Master Plan and Implementation; Baton Rouge, Louisiana

NBC Universal Creative Village; Los Angeles, California

NBC Universal Studio Production District Plan; Los Angeles, California

Reston Fountain Plaza; Reston, Virginia

Sentinel Peak Specific Plan; Los Angeles, California

Smale Riverfront Park Phase 6; Cincinnati, Ohio

UCSF Parnassus Medical Campus Design Guidelines; San Francisco, California

**PREVIOUS EXPERIENCE**

Atherton Civic Center; Atherton, California

Caltrain Plaza & Streetscape; South San Francisco, California

Dublin Crossing Regional Park; Dublin, California

Golden State Warriors Chase Arena; San Francisco, California

Governors Island Park; New York, New York

Ironhorse Trail Park; Dublin, California

Ping Yuen Public Housing; San Francisco, California

Plaza de César Chávez; San Jose, California

Portsmouth Square Park; San Francisco, California

Portsmouth Square; San Francisco, California

Queens West 2 Garden; New York, New York

SUNY Farmingdale Landscape Master Plan; Farmingdale, New York

Shoelace Park; New York, New York

Tishman Speyer Foundry III; San Francisco, California

Truman Presidential Library; Independence, Missouri

Uber Headquarters Roof Gardens; San Francisco, California

University of Cincinnati MRMU Student Housing; Cincinnati, Ohio

**RESEARCH & ADVOCACY**

Co-Author & Primary Researcher, "Designing with a Carbon Conscience: A web-based application to inform planning and urban design projects on potential carbon impacts." Sasaki Research Program.

Co-author "Outdoor Theatre Facilities: A Guide to Planning and Building Outdoor Theatres.", published with Southeastern Theater Conference (SETC)

SWA Post-Occupancy Coordinator 20013-2015

Patrick Curran Fellowship: The Role of Landscape in EcoDistrict Planning

DesignConnect: Co-founder of Cornell's APA award winning community design organization

Hayward's Sheriff's Office: Pro-bono design services as part of community policing strategy.

North Carolina Coastal Federation: Pro-bono design services for resiliency planning and headquarters.

Chinese Culture Center: Pro-bono design services for urban landscape furnishings

City of Chicopee: Pro-bono design services for Uniroyal Facemate Site.

**AWARDS**

World Architecture Festival Awards, Winner, Carbon, Climate & Energy Category, The Ellinikon Metropolitan Park; 2023

Fast Company World Changing Ideas Awards, Winner in Urban Design category, The Ellinikon Metropolitan Park; 2023

Landscape Architecture Foundation Fellow; 2022

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence—Analysis & Planning category The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award – Analysis & Planning; The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award – Analysis & Planning; Greenwood Community Park Master Plan and Implementation; 2022

Florida Department of Environmental Protection, Southwest District, Environmental Stewardship Achievement Award; Bonnet Springs Park; 2022

American Society of Landscape Architects, Colorado Chapter, Honor Award—Analysis & Planning category; Greenwood Community Park Master Plan and Implementation; 2021

The Architect's Newspaper, Best of Design Awards, Honorable Mention, Unbuilt – Landscape category; Greenwood Community Park Master Plan and Implementation; 2020

Cornell College of Architecture, Art and Planning, Michael Rapuano Memorial Award for Excellent in Design; 2010

American Society of Landscape Architects, ASLA Honor Award; 2010

Landscape Architecture Foundation, National Olmsted Scholar Finalist; 2010

Duke University, Dean's Research Award; 2007

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# Ruth Siegel

PLA, ASLA

Senior Landscape Architect |  
Based in Los Angeles

SASAKI



Ruth is a senior landscape architect based in Los Angeles. She brings a holistic approach to her projects, balancing big-picture thinking with a detail-oriented thoroughness and a passion for creating resilient landscapes.

Ruth works on a range of civic and commercial projects from master plans to public plazas to mixed-use developments. No matter the scale, Ruth strives to design multi-functional landscapes that address environmental problems while providing inspiration and delight. Ruth is a thorough communicator and strong critical thinker who balances attention to detail with the design of meaningful spaces. Growing up in New York City informed her desire to design unique, socially-engaging and ecologically-minded public spaces that create formative experiences and foster connections to nature.

At Sasaki, she has played a vital role in several phases of the Smale Riverfront Park in Cincinnati, a 14-acre park in the floodplain of the Ohio River, including the PNC/Heekin Family Great Adventure Playscape and the P&G goVibrantscape. In her previous work, she oversaw several large-scale projects including the 15-year master plan for Descanso Gardens, which proposes comprehensive visionary improvements for this unique 160-acre botanical garden in Los Angeles County. She worked closely with their leadership for several years after completion to help them implement this ambitious effort.

## EDUCATION

### Harvard University Graduate School of Design

Master of Landscape Architecture

### Brown University

Bachelor of Arts, International Relations, Global Environment

## REGISTRATIONS

Registered Landscape Architect: CT

## PROFESSIONAL AFFILIATIONS

Member of the American Society of Landscape Architects

## PROJECT EXPERIENCE

Dell Medical District Landscape; Austin, Texas

Firefly Frisco North Mixed-Use Development Master Plan; Frisco, Texas

John G. and Phyllis W. Smale Riverfront Park Adventure Play Playground; Cincinnati, Ohio

John G. and Phyllis W. Smale Riverfront Park Phase 5; Cincinnati, Ohio

Port of Los Angeles Wilmington Waterfront Promenade; Los Angeles, California

Sea Change: Boston; Boston, Massachusetts

Thu Duc Detailed Site Studies; Ho Chi Minh, Vietnam

## PREVIOUS EXPERIENCE

1 Hotel West Hollywood; West Hollywood, California

Arroyo Seco Trail Vision Plan; Pasadena, California

Bradley Plaza Green Alley; Los Angeles, California

Broadway Trade Center Building Rooftop Park; Los Angeles, California

Descanso Gardens Entry Garden; La Cañada Flintridge, California

Descanso Gardens Master Plan Implementation Planning; La Cañada Flintridge, California

Descanso Gardens Master Plan and CEQA; La Cañada Flintridge, California

Descanso Gardens Nature Discovery Zone; La Cañada Flintridge, California

Descanso Gardens Nursery & Greenhouse; La Cañada Flintridge, California

Echo Street West District Landscape Master Plan; Atlanta, Georgia

Echo Street West, Phase 1 - Mixed-Use Multifamily Parcel; Atlanta, Georgia

Echo Street West, Phase 1 - Office/Commercial Parcel; Atlanta, Georgia

Lynn Wyatt Square for the Performing Arts; Houston, Texas

Sampson Way Roadway & Plaza Park Extension; Los Angeles, California

Sorrento Alamitos Bay Shoreline Trail; Long Beach, California

The Plaza at Harvard; Cambridge, Massachusetts

Trillium Office Courtyard; Los Angeles, California

## AWARDS

American Planning Association, Los Angeles Chapter, Urban Design Award of Excellence, Descanso Gardens Master Plan, 2022 (*while working at RIOS*)

American Society of Landscape Architects, SoCal Chapter, Merit Award, One Arroyo Vision Plan, 2018 (*while working at RIOS*)

American Society of Landscape Architects, SoCal Chapter, Merit Award, Lynn Wyatt Square for the Performing Arts, 2018 (*while working at RIOS*)

American Society of Landscape Architects, Honor Award: Communications Category, Sea Change: Boston; 2016

Boston Society of Landscape Architects, Honor Award - Communication, Sea Change: Boston; 2015



# Andrew Sell

ASLA, PLA

Ecologist | Landscape Architect |  
Senior Associate

SASAKI

As a senior project ecologist at Sasaki, Andy collaborates with multidisciplinary teams in translating academic research into design strategies for ecological resilience. His passion for increasing environmental complexity in urban and suburban settings is evident in his range of domestic and international project experience.

Andy is a seasoned plantsman and ecological designer with professional experience in horticulture, public garden administration, and landscape restoration. As a former park ranger, he's committed to connecting people to the environment through experiential design and education. From conceptual master plans for habitat connectivity to built shoreline restorations designed to enhance interspecies food webs, Andy leverages sustainable thinking to inform design, construction, and maintenance strategies for Sasaki's landscape and planning practices.

Outside of project work, Andy is an active member of Sasaki's culture – leading efforts to improve office environmental sustainability and conducting research in trial pollinator gardens and for a new climate resiliency toolkit for parks. In his free time, you'll often find Andy in his home garden and hiking across all of New England.



## EDUCATION

### University of Michigan

Master of Landscape Architecture, Conservation Ecology Track

### University of Michigan

Bachelor of Fine Arts, Minor in Terrestrial Ecology

## REGISTRATION

Licensed Landscape Architect: Michigan

## PROFESSIONAL AFFILIATIONS

American Public Gardens Association

American Society of Landscape Architects

Garden Writers of America

Society of Ecological Restoration

United States Green Building Council

## ACADEMIC EXPERIENCE

### University of Michigan, School of Environment and Sustainability

Environ 421: Restoration Ecology, Graduate Student Instructor; 2016

NRE 587: Making Place:

Landscape Architecture Studio, Graduate Student Instructor; 2015

## PROJECT EXPERIENCE

Changchun Middle Mountain and Water Landscape Master Plan; Changchun, China

Chengdu Panda Reserve; Chengdu, China

Davenport Flood Resilience Plan; Davenport, Iowa

Hai Ha Cai Chien Master Plan and Urban Design; Hai Ha, Vietnam

Hoosic River Flood Chute Naturalization; North Adams, Massachusetts

Jinan Prior Zone Landscape Design; Jinan, China

Jio Institute Master Plan; Mumbai, India

Jiuyan Bridge Waterfront Park Master Plan; Chengdu, China

Lehigh University Singleton, Hitch, and Maida Residential Houses Ecological Assessment and Landscape; Bethlehem, Pennsylvania

Longquanshan Urban Forest Park International Competition; Chengdu, China

Lushang Technology New Town  
Concept Master Plan Project;  
Jinan, China

Northwestern University  
Evanston Campus Master Plan;  
Evanston, Illinois

Shanghai Hongqiao Front Bay  
Urban Design; Shanghai, China

Shenzhen 5+1 Blueway  
Landscape; Shenzhen, China

The Ellinikon Metropolitan Park;  
Athens, Greece

Universidad de Lima Master Plan;  
Lima, Peru

University of Massachusetts,  
Lowell Arboretum Study; Lowell,  
Massachusetts

University of Missouri-St. Louis  
Master Plan Update; St. Louis,  
Missouri

Wuhan Yangchun Lake Business  
District; Wuhan, China

Xinyang University South Bay  
Campus Master Plan; Xinyang,  
China

## SELECT AWARDS

American Society of Landscape  
Architects, Colorado Chapter,  
President's Award of Excellence—  
Analysis & Planning category,  
The Ellinikon Metropolitan Park;  
2022

Boston Society of Landscape  
Architects, Honor Award –  
Analysis & Planning, The Ellinikon  
Metropolitan Park; 2022

Fast Co. Innovation by Design  
Awards, Honorable Mention—  
Learning category, Xinyang  
University South Bay Campus  
Master Plan; 2021

Shanghai Design Awards, Silver  
in the Architecture – Proposed  
Category, Xinyang University  
South Bay Campus Master Plan;  
2021

Boston Society of Landscape  
Architects, Merit Award – Analysis  
& Planning, Xinyang University  
South Bay Campus Master Plan;  
2020

MIPIM Asia, Bronze Award, Futura  
Mega Projects category, Xinyang  
University South Bay Campus  
Master Plan; 2020

Boston Society of Landscape  
Architects, Merit Award – Analysis  
& Planning, Xinyang University  
South Bay Campus Master Plan;  
2020

Society for College and  
University Planning, Merit Award  
for Excellence in Landscape  
Architecture for Open Space  
Planning, Xinyang University  
South Bay Campus Master Plan;  
2020

World Architecture Festival and  
Awards, Shortlist, Masterplanning  
– Future Project category,  
Chengdu Panda Reserve; 2021

MIPIM Asia Awards, Best Futura  
Mega Project, Chengdu Panda  
Reserve; 2019

Boston Society of Landscape  
Architects, Merit Award –Analysis  
& Planning, Chengdu Panda  
Reserve; 2019

The PLAN AWARDS, Finalist,  
Education Category, Chengdu  
Panda Reserve; 2019

Fast Company World Changing  
Ideas Awards, Honorable  
Mention—Spaces, Places, and  
Cities Category, Chengdu Panda  
Reserve; 2019

Boston Society of Landscape  
Architects, Honor Award –  
Analysis & Planning,  
Hoosic River Revitalization – The  
North Branch; 2018

Landscape Architecture  
Foundation, University Olmsted  
Scholar; 2017

Michigan ASLA Chapter, Student  
Honor Award; 2017

School of Environment and  
Sustainability, Peter & Carolyn  
Mertz Dean Fellow; 2017

American Public Gardens  
Association – Garden Club of  
America, Hope Goddard Iselin  
Fellow; 2016

Franklin Garden Club of Michigan  
Scholarship; 2016

School of Environment and  
Sustainability, Graduate Student  
Instructor of the Year; 2015

Garden Club of America,  
Katharine Grosscup Scholarship;  
2015

Alice Bourquin Travel Research  
Award for Landscape  
Architecture; 2015

Longwood Gardens, Graduate  
Symposium Fellow; 2015

School of Environment and  
Sustainability, Academic  
Leadership Fellow; 2014

## SELECT PRESENTATIONS

“Connecting Ecology + Design  
in Landscape Architecture”  
MassArt – Special Topics Studio  
in Architecture, Guest Lecturer,  
Digital Presentation; 2020.

“Celebrate Design! For a Changed  
World: Park Design Solutions  
in the Era of Public Pandemics”  
American Public Gardens  
Association Conference, Digital  
Presentation; 2020

“From Pollution to Pollinators:  
Redesigning Urban Landscapes  
to Increase Urban Biodiversity”,  
Native Plant Center, Annual  
Landscape Symposium, Digital  
Presentation; 2020

“Learning and Growing: Redefining  
Children’s Garden Landscapes for  
Over 100 years,” American Public  
Gardens Association Conference;  
Anaheim, California; 2018

Moderator, “The Road Less  
Traveled: Fostering a Creative  
Path to Public Garden Leadership,”  
American Public Gardens  
Association Conference; Anaheim,  
California; 2018

“Children’s Gardens and the  
Perception of Nature Play in  
Public Gardens,” American Public  
Gardens Association Conference;  
Toronto, Canada; 2017

Moderator, “Sage Advice Public  
Garden Leadership and Transition  
Planning,” American Public  
Gardens Association Conference,  
Toronto, Canada; 2017

“Trending Towards Wild:  
Interpretations of Wilderness  
in Public Gardens,” Art &  
Environment Gallery Exhibit,  
Winter Artist; Ann Arbor,  
Michigan; 2016

“Connecting Design, Art, and  
Ecology,” Garden Club of America,  
Shaker Lakes Garden Club May  
Meeting; Cleveland, Ohio; 2016

Commentator & Guest, Home &  
Garden Television (HGTV) Urban  
Oasis Dream Home; Ann Arbor,  
Michigan; 2016

“Making Memories, Making Money:  
Tribute & Memorial Development  
In Public Gardens” American  
Public Gardens Association  
Conference; Denver, Colorado;  
2014

## PREVIOUS EXPERIENCE

Matthaei Botanical Gardens  
Master Plan; Ann Arbor, Michigan

## PREVIOUS WORK EXPERIENCE

**University of Michigan Matthaei  
Botanical Gardens and Nichols  
Arboretum; Ann Arbor, Michigan**

Researcher; 2016-2017

Master Plan Designer; 2015

Development & Grants Officer;  
2009-2015

Education & Interpretation  
Associate; 2007-2009

**Glacier National Park; Apgar,  
Montana, USA**

Summer Seasonal Park Ranger;  
2004-2007

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# Shuai Hao

PLA

Senior Landscape Architect |  
Senior Associate

SASAKI



Shuai is a landscape architect who brings her systematic thinking and artistic skills to the design process. Her work explores how to create coherent, sustainable designs in complex natural and social contexts.

With 10 years of experience in both China and the United States, Shuai has extensive experience designing public landscapes at multiple scales world wide. Her recent work has been focused on urban parks and the public realm with a passion for understanding and improving communities and places. Shuai is very experienced in transforming strategic master plan level visions into physical built design and implementation. She is a key researcher for Sasaki's Carbon Conscience tool and an advocate for low carbon design and carbon neutrality in her practice.



## EDUCATION

### Harvard University

Master of Landscape Architecture

### Tongji University

Bachelor of Engineer, in Landscape Studies

## ACADEMIC EXPERIENCE

### West Chester University of Pennsylvania

Guest Lecturer, Urban planning and Design studio, . 2023

### University of Nebraska-Lincoln

Landscape Studios, Guest Critic, Undergraduate; 2021-2022

## PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects, Member

Boston Society of Landscape Architects, Member

## PROJECT EXPERIENCE

The Ellinikon Park; Athens, Greece

Xuhui Runway Park; Shanghai, China

Smale Riverfront Park Phase 6; Cincinnati, Ohio

110 Chauncy Roof Deck; Boston, Massachusetts

Guangyang Island Mountain Park; Chongqing, China

Hoosic River Restoration; North Adams, Massachusetts

Jinan Central Business District Streetscape and neighborhood parks Design; Jinan, China

Jinan Prior Zone Landscape Framework and Master Plan; Jinan, China

Lujiazui Riverfront Park; Shanghai, China

Shishan Mountain Park Landscape Design Competition; Suzhou, China

The Suyue Plaza Residential and Commercial Roof Garden; Suzhou, China

Xinyang University South Bay Campus Landscape Design; Xinyang, China

## PREVIOUS EXPERIENCE

Rutgers University Seminary Campus Landscape; New Brunswick, New Jersey

## SELECTED PRESENTATIONS

Design with a Carbon Conscience: Estimating Embodied Carbon at the Planning Level

## AWARDS

Fast Company World Changing Ideas Awards, Winner in Urban Design category, The Ellinikon Metropolitan Park; 2023

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence—Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, The Ellinikon Metropolitan Park; 2022

American Society of Landscape Architects, Honor Award for Urban Design, Xuhui Runway Park; 2021

World Architecture Festival and Awards, Winner, Urban Context – Landscape category, Xuhui Runway Park; 2021

Asia Pacific Urban Land Institute (ULI) Excellence Award, Finalist, Xuhui Runway Park; 2021

World Landscape Architecture, Merit Award, Built Large category, Xuhui Runway Park; 2021

Fast Co. Innovation by Design Awards, Honorable Mention—Learning category, Xinyang University South Bay Campus Master Plan; 2021

Shanghai Design Awards, Silver in the Architecture – Proposed Category, Xinyang University South Bay Campus Master Plan; 2021

MIPIM Asia, Silver Award, Urban Regeneration category, Xuhui Runway Park; 2020

DFA Design for Asia Awards, Merit Award, Xuhui Runway Park; 2020

IFLA AAPME 2020 Awards, Excellence Award in Economic Viability, Xuhui Runway Park; 2020

Fast Co. Innovation by Design Awards, Honorable Mention—Cities category, Xuhui Runway Park; 2020

Boston Society of Landscape Architects, Honor Award – Design, Xuhui Runway Park; 2020

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

MIPIM Asia, Bronze Award, Futura Mega Projects category, Xinyang University South Bay Campus Master Plan; 2020

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

Society for College and University Planning, Merit Award for Excellence in Landscape Architecture for Open Space Planning, Xinyang University South Bay Campus Master Plan; 2020

Green Building Showcase 2019, Market Leader Award Series, Site Category, Xuhui Runway Park; 2019

## RESEARCH

### Sasaki

Carbon Conscience App: Assessing Carbon Impact Early and at Multiple Scales, 2020-

### Harvard University Graduate School of Design

Design researcher, "Phyto: Principles and Resources for Site Remediation and Landscape Design", 2013

# Einat Rosenkrantz

Senior Urban Designer |  
Senior Associate

SASAKI



Einat Rosenkrantz is an architect and urban designer and since joining Sasaki in 2014, she has worked on large scale, mixed-use districts focusing in Latin America and Asia.

Prior to working at Sasaki, Einat worked as Research Associate for MIT's Urban Risk Lab, and as an architect in Costa Rica, where she is a Registered Architect and Urbanist. She has also worked as Teaching Associate at Harvard's Graduate School of Design. Einat holds a Bachelor of Architecture from the Veritas University in San Jose, Costa Rica, and a Master of Architecture and Urban Design from Harvard's Graduate School of Design.

## EDUCATION

### Harvard University

#### Graduate School of Design

Master of Architecture and Urban Design

### Universidad Veritas at San Jose, Costa Rica

Bachelor of Architecture

## REGISTRATIONS

Registered Architect in Costa Rica

## PROFESSIONAL AFFILIATIONS

BSA Urban Design Committee, Member

## ACADEMIC POSITIONS

### Harvard Graduate School of Design

Teaching Associate;  
Urban Design and Architecture Studio: Urban Blackholes: Development and Heritage in the Lima Metropolis; 2015

### Massachusetts Institute of Technology

Research Associate;  
Urban Risk Lab; 2013

### Northeastern University, School of Architecture

Studio Guest Critic  
2015-2017

### Boston Architectural College

Studio Guest Critic  
2016-2017

**PROJECT EXPERIENCE**

776 Summer Street Master Plan  
Architectural Services; Boston,  
Massachusetts

Chongming Island Xincunsha  
Master Plan; China

Ciudad Mayor Desarrollo de  
Diseño y Proyecto Ejecutivo Fase  
II; León, México

Ciudad Mayor Desarrollo de  
Diseño y Proyecto Ejecutivo; Leon,  
México

Confidential Conceptual Master  
Plan; Osaka, Japan

DEN Real Estate Strategic  
Development Plan; Denver,  
Colorado

Guanajuato Heritage Cities  
and Magic Towns Strategic  
Development; Guanajuato,  
Mexico

Kabul Urban Design Framework;  
Kabul, Afghanistan

Las Salinas; Viña Del Mar, Chile

MAX Mixed-Use Project Urban  
Design Services; San Jose, Costa  
Rica

NPC Pennsylvania Ave Corridor  
Framework; Washington, D.C.

Novus Innovation Corridor; Tempe,  
Arizona

SODIC East Master Plan & Design  
Guidelines; Cairo Governorate,  
Egypt

Sevina Park Manila, Philippines

Skanska Simmons College Master  
Plan; Boston, Massachusetts

Strategic Development  
Frameworks for Five Cities in  
Afghanistan; Herat, Jalalabad,  
Kandahar, Khost, and Mazar,  
Afghanistan

Tecnológico de Monterrey Urban  
Regeneration Plan; Monterrey,  
México

Union Printers Home Master Plan;  
Colorado Springs, Colorado

Universidad Panamericana  
Bosque Real Campus Master  
Plan; Ciudad de México, México

Zidell Yards Master Plan; Portland,  
Oregon

**AWARDS**

Fast Co. World Changing Ideas  
Awards, Honorable Mention–  
Urban Design category, Strategic  
Development Frameworks for Five  
Cities in Afghanistan; 2022

Boston Society of Landscape  
Architects, Excellence Award –  
Analysis & Planning, Strategic  
Development Frameworks for Five  
Cities in Afghanistan; 2021

American Institute of Architects,  
Regional and Urban Design  
Award, Kabul Urban Design  
Framework; 2020

Boston Society of Architects,  
Campus and Urban Design  
Awards, Award, DEN Real Estate  
Strategic Development Plan;  
2020

American Planning Association  
Colorado Chapter, Merit Award,  
General Planning Project,  
DEN Real Estate Strategic  
Development Plan; 2020

Boston Society of Landscape  
Architects, Honor Award –  
Analysis & Planning, Kabul Urban  
Design Framework; 2019

The PLAN AWARDS, Honorable  
Mention, Urban Planning  
Category, Kabul Urban Design  
Framework; 2019

Boston Society of Landscape  
Architects, Honor Award –  
Analysis & Planning, DEN Real  
Estate Strategic Development  
Plan; 2018

Boston Society of Architects,  
Campus and Urban Planning  
Awards, Award, Las Salinas; 2018

Fast Company World Changing  
Idea Awards, Finalist – Urban  
Development Category, Las  
Salinas; 2018

WAN Awards, Future Projects  
2017, Winner, Las Salinas; 2018

The PLAN, Future Urban Planning  
Finalist, Las Salinas; 2017

Boston Society of Landscape  
Architects, Honor Award –  
Analysis and Planning, Las  
Salinas; 2017

American Institute of Architects,  
Honor Award, Regional & Urban  
Design, Tecnológico de Monterrey  
Urban Regeneration Plan; 2017

Boston Society of Architects,  
General Award for Campus  
Planning, Tecnológico de  
Monterrey Urban Regeneration  
Plan; 2015

The Ministry of Agrarian, Land  
and Urban Development  
(SEDATU) Mexico, National  
Prize for Urban and Regional  
Development, Tecnológico de  
Monterrey Urban Regeneration  
Plan; 2015

Boston Society of Landscape  
Architects, Merit Award –  
Landscape Analysis and  
Planning, Chongming Island  
Xincunsha Master Plan; 2015

Perspectives 2015 The CITYPLAN  
Award, Tecnológico de Monterrey  
Urban Regeneration Plan; 2015

American Planning Association,  
The Pierre L'Enfant International  
Planning Excellence Award,  
Tecnológico de Monterrey Urban  
Regeneration Plan; 2015

Boston Society of Landscape  
Architects, Merit Award –  
Landscape Analysis and  
Planning, Tecnológico de  
Monterrey Urban Regeneration  
Plan; 2015

Society for College and University  
Planning, Honor Award for  
Excellence in Planning for an  
Existing Campus, Tecnológico de  
Monterrey Urban Regeneration  
Plan; 2014



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# Steve Engler

PE, LEED AP

Civil Engineer | Senior Associate

SASAKI



Steve has designed and managed commercial, residential, institutional, and recreational projects locally, nationally, and internationally. His role often extends from master planning through design development, site permitting, and construction.

He has more than 20 years of experience in project management and civil engineering, including stormwater management, wastewater collection and disposal, pumping systems, site and road design, layout, and grading. Steve's work incorporates low impact development techniques and best practices.

Steve is interested in simple but innovative designs to develop projects that are resilient and cost effective. He develops creative solutions based on his built work experience to inform the design of projects from the early planning stages through construction. He enjoys the complexities of redevelopment projects where the integration of new construction with existing infrastructure is critical.

**EDUCATION****Bucknell University**

Bachelor of Science in Civil Engineering

**REGISTRATIONS**

Licensed Professional Engineer: Massachusetts

LEED Accredited Professional

**PROFESSIONAL AFFILIATIONS**

American Society of Civil Engineers

Boston Society of Civil Engineers

NAIOP Committee Member

**SELECT PROJECT EXPERIENCE**

Boston City Hall Plaza Renovation; Boston, Massachusetts

Bonnet Springs Park; Lakeland, Florida

Bose Corporation; Westborough, Massachusetts

Bruce C. Bolling Municipal Building; Boston, Massachusetts

Cantigny Park Stormwater and Utility Master Plan; Wheaton, Illinois

Cary Towne Center Phase 1 Landscape; Cary, North Carolina

Emory University Planning Framework Study; Atlanta, Georgia

Fort Devens Grant Road Development; Devens, Massachusetts

Greenwood Community Park Master Plan and Implementation; Baton Rouge, Louisiana

Guangyang Island park; Chongqing, China

Highland Meadows; Weston, Massachusetts

Huangpu Riverfront East Bund Public Space; Shanghai, China

Jiading New City Center Landscape Axis; Shanghai, China

Kendall Square Urban Renewal Area Streetscape Redesign; Cambridge, Massachusetts

Lake Nona Medical City Master Plan Orlando, Florida

Lawn on D 2016 Improvements; Boston, Massachusetts

Northwestern University Infrastructure and Campus Plan Update; Evanston, Illinois

Philadelphia College of Osteopathic Medicine South Georgia Campus; Moultrie, Georgia

Quarterpath at Williamsburg, Land Use Master Plan, Permitting and Landscape Design; Williamsburg, Virginia

Regis College Campus Master Plan; Weston, Massachusetts

Regis College Maria Hall; Weston, Massachusetts

Rensselaer Polytechnic Institute, East Campus Athletic Village; Troy, New York

SODIC East Master Plan & Design Guidelines Sixth of October Development and Investment Company (SODIC) Community New Heliopolis, Cairo Governorate, Egypt

The Avenue; Washington, D.C.

The College of the Holy Cross Field House and Hart Center; Worcester, Massachusetts

University of Massachusetts, Boston, Edward M. Kennedy Institute for the United States Senate; Boston, Massachusetts

Universidad Panamericana Bosque Real Campus Master Plan; Mexico City, Mexico

University of New Haven, Bartels Hall Expansion; West Haven, Connecticut

University of New Haven, Henry C. Lee Institute of Forensic Science; West Haven, Connecticut

University of New Haven, Soundview Residence Hall; West Haven, Connecticut

Xinyang University South Bay Campus Master Plan Landscape Design; Xinyang City, Henan Province, China

Xuhui Runway Park; Shanghai, China

**AWARDS**

Engineering News Record (ENR) Midwest, Best Project Award; Cantigny Park Garden and Landscape Improvements; 2020

MIPIM Asia, Bronze Award, Futura Mega Projects category; Xinyang University South Bay Campus Master Plan; 2020

Boston Society of Landscape Architects, Merit Award - Analysis & Planning; Xinyang University South Bay Campus Master Plan; 2020

Society for College and University Planning, Merit Award for Excellence in Landscape Architecture for Open Space Planning; Xinyang University South Bay Campus Master Plan; 2002

The Architect's Newspaper, Best of Design Awards, Honorable Mention, Unbuilt - Landscape category; Greenwood Community Park Master Plan and Implementation; 2020

MIPIM Asia, Silver Award, Urban Regeneration category; Xuhui Runway Park; 2020

DFA Design for Asia Awards, Merit Award; Xuhui Runway Park; 2020

IFLA AAPME 2020 Awards, Excellence Award in Economic Viability; Xuhui Runway Park; 2020

Fast Co. Innovation by Design Awards, Honorable Mention - Cities category; Xuhui Runway Park; 2020

Boston Society of Landscape Architects, Honor Award - Design; Xuhui Runway Park; 2020

Green Building Showcase 2019, Market Leader Award Series, Site Category; Xuhui Runway Park; 2019

American Society of Landscape Architects, Honor Award for Urban Design; Jiading Central Park; 2020

Urban Land Institute, Global Award for Excellence; The Avenue; 2012

Engineering News Record, National Best of the Best Projects: Best Retail/Mixed-Use Developments; The Avenue; 2012

Boston Society of Landscape Architects, Merit Award in Parks and Recreational Facilities Design; Jiading Central Park; 2014

Excellence in Construction Award, Connecticut Associates Builders and Contractors, Inc. (CT ABC); University of New Haven, Henry C. Lee Institute of Forensic Science; West Haven, Connecticut, 2011

Facility of Merit Award, Athletic Business Magazine; Rensselaer Polytechnic Institute East Campus Athletic Village; Troy, New York, 2010

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# Daniel Church

AICP

Urban Planner | Associate

SASAKI



Daniel is an urban planner who engages with clients and project teams to help navigate planning processes and elicit stakeholder input in order to develop consensus. Throughout his career, he has worked at the intersection of public planning, private development, urban design, and sustainability.

Daniel has experience with a variety of project scales and types, including multi-modal street design, large infrastructure and transit projects, urban mixed-use development, and neighborhood area planning.

As a planner at Sasaki, Daniel works with interdisciplinary teams to consider economic, environmental, and equity-based questions in order to develop place-based design and policy solutions. Prior to joining Sasaki, Daniel worked for the City of Dallas' Planning and Urban Design Department, leading design and stakeholder engagement on numerous infrastructure and area planning efforts, while also managing the city's Urban Design Peer Review Panel.

Daniel holds a Master in City Planning degree from the University of California, Berkeley and an undergraduate degree in Environmental Policy from Sewanee: The University of the South.



## EDUCATION

**University of California, Berkeley**  
Master in City Planning

**Sewanee: The University of the South**

Bachelor of Arts in Environmental Policy

## ACADEMIC POSITIONS

**Southern Methodist University**  
Master in Design and Innovation Studio, Guest Critic, 2019

**University of California, Berkeley**  
Urban Design: City Building and Placemaking, Graduate Student Instructor, 2014

## REGISTRATIONS

American Institute of Certified Planners (AICP)

## PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute (ULI)

Congress for the New Urbanism

## SELECTED EXPERIENCE

Confidential Redevelopment & Specific Plan; Los Angeles, California

Project Unite; Vineyard, Utah

Texas Christian University  
Campus Plan; Fort Worth, Texas

Union Printers Home; Colorado Springs, Colorado

University of Utah Downtown Campus Study; Salt Lake City, Utah

## PREVIOUS EXPERIENCE

Bastrop Form-Based Code Initiative; Bastrop, Texas

Cedar Springs Road Complete Streets Study; Dallas, Texas

Commerce Street Complete Streets Study; Dallas, Texas

Dallas City Center Master Assessment Process (CityMAP); Dallas, Texas

Dallas Urban Transit Design Guidelines; Dallas, Texas

East Gateway Transit-Oriented Development Study; Albuquerque, New Mexico

Forward Dallas Comprehensive Land Use Update; Dallas, Texas

Imagine Central Arkansas Jump Start Program; Little Rock, Arkansas

Interstate 30 Canyon Redesign; Dallas, Texas

Interstate 345 Feasibility Study; Dallas, Texas

Marilla Makeover Initiative; Dallas, Texas

Sewanee: The University of the South Sustainability Master Plan; Sewanee, Tennessee

Texas High-Speed Rail Station Area Planning; Dallas, Texas

The 360 Plan; Dallas, Texas

The Union Bikeway Project; Dallas, Texas

West Oak Cliff Area Plan; Dallas, Texas

## PUBLICATIONS AND PRESENTATIONS

"Collaborating for a Stronger Future in Dallas", APA Focus North Texas, 2020

"Livability and LEED-ND Revisited", Berkeley Planning Journal, 2014

## AWARDS

Graduate of ULI Center for Leadership, ULI-DFW, 2021

# Tanvi Sharma

AIA

Planner | Associate

SASAKI



Tanvi's work as a licensed architect and urban planner is dedicated to improving the lived experiences of people in built spaces, developing sustainability and resilience through natural environments, and focusing on equitable and inclusive design through socially- and culturally-responsive collaboration and co-creation.

In over seven years of experience, her clients have ranged across city governments, urban campuses, and commercial developments across the US, and her projects have included climate change adaptation, transportation system design, multi-use park, and future land use planning.

## EDUCATION

### Rice University

Bachelor of Arts in Architecture

### Rice University

Bachelor of Architecture

### Massachusetts Institute of Technology

Master of City Planning

## REGISTRATIONS

Licensed Architect through Texas Board of Architectural Examiners

## PROFESSIONAL AFFILIATIONS

American Institute of Architects

## SELECT EXPERIENCE

University of Louisville Master Plan; Louisville, Kentucky

University of Utah Daybreak New Campus; Daybreak, Utah

## PREVIOUS EXPERIENCE

Belmont Villages, Senior Living Building; Austin, Texas

City of Dallas, Street Design Manual; Dallas, Texas

City of Denison, Comprehensive Plan; Denison, Texas

City of Sugar Land, Future Land Use Plan; Sugar Land, Texas

Climate Ready Boston, Coastal Resilience; Boston, Massachusetts

Department of Public Works, Malden River Works; Malden, Massachusetts

East metro Strong, Bus Network Redesign; Saint Paul, Minnesota

Philanthropic firms, Greater Houston Flood Mitigation Consortium; Houston, Texas

San Francisco Public Utilities Commission, Watershed Flood Mitigation Planning; San Francisco, California

## PUBLICATIONS

Environmental Justice, More Inclusive Parks Planning: Park Quality and Preferences for Park Access and Amenities; 2016

# Subconsultants



# Candace Damon

Economic Advisor |  
Chair

HR&A



Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity.

Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

## EDUCATION

**Harvard University Law School**  
Juris Doctor

**Amherst College**  
Bachelor of Arts, American  
Studies

## PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architects, Honorary Member

Urban Land Institute, Chair,  
Placemaking Council, Former  
Member, Redevelopment and  
Reuse Council

University of Pennsylvania,  
School of Design, Adjunct  
Professor, 2015 - Present

City Parks Alliance, Member,  
Board of Directors, 2012 - 2021

## SELECT EXPERIENCE

Brooklyn Bridge Park Planning;  
Brooklyn, New York

Redevelopment Planning for the  
Sarasota Bayfront; Sarasota,  
Florida

Seattle Waterfront Park  
Operations and Maintenance  
Strategy; Seattle, Washington

San Diego Downtown Parks  
Implementation Master Plan; San  
Diego, California

Long-term Maintenance Strategy  
for Atlanta BeltLine; Atlanta,  
Georgia

Benefits Case for Pittsburgh  
Parks Equitable Investment  
Strategy; Pittsburgh,  
Pennsylvania

Funding Strategy for Silver Lake  
Reservoir Complex Master Plan;  
Los Angeles, California

Freshkills Park Master Plan;  
Staten Island, New York

# Paul Silvern

Economic Advisor |  
Partner

HR&A



Paul has been a leader in HR&A's Los Angeles Office since joining the firm in 1986, Paul specializes in economic impact, fiscal impact, financial feasibility, and other real estate advisory services for both private and public clients.

This has involved him in television and film studio expansions, hotel developments, high-technology office parks, high-rise office buildings, shopping centers, hospital complexes, university campus expansions, large residential developments, professional sports stadia, mixed-use developments, and a variety of types of planning initiatives. His housing experience ranges from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers.

## EDUCATION

### University of California Los Angeles

Graduate School of Architecture and Urban Planning, Master of Arts, Architecture and Urban Planning

### University of Illinois Urbana

Bachelor of Science (with Honors), Architectural Studies

## PROFESSIONAL AFFILIATIONS

LA County 3rd District Consolidated Redevelopment Successor Agencies, Oversight Board, Chair & Vice Chair, 2018 - Present

## SELECT EXPERIENCE

Development Advisory for the City of Santa Monica's Ocean Avenue Project; Santa Monica, California

Redevelopment & Re-Use Planning for the Santa Monica Civic Auditorium; Santa Monica, California

Real Estate Development Analysis for the City of Santa Monica; Santa Monica, California

City of Santa Monica Fee Analysis; Santa Monica, California

Santa Monica Housing Element Updates; Santa Monica, California

Fee Structure Analysis for LA County Parks and Recreation; Los Angeles, California

Evaluating the Feasibility of a Public-Private Partnership for the Renovation and Expansion of the Los Angeles Convention Center District; Los Angeles, California

# Connie J. Chung

AICP

Economic Advisor |  
Managing Principal Los Angeles

HR&A



Based in HR&A's Los Angeles office, Connie is a leader in HR&A's planning and open space practice where she develops programming, funding, and partnership strategies that enable successful public-private partnerships.

Her work guides strategic investments in civic infrastructure and catalyzes signature public realm projects. Connie's open space practice ranges from the revitalization of existing assets to the introduction of completely new amenities to a community, using market data to ground business planning. In master planning projects, Connie develops market-supportable programs and implementation plans for complex, large-scale, and mixed-use projects.

Connie was the project manager for the conception and implementation of The Lawn on D, an award-winning outdoor event space in Boston—designed by Sasaki—during its first two seasons; with The Lawn on D, she developed the programming and branding concept, built and managed a team to oversee the project, and built internal capacity with the owner, which operates The Lawn on D as a net income-generating venture. Connie also serves as the Managing Principal for HR&A's Los Angeles office, where she focuses on talent development and business strategy.

## EDUCATION

**Massachusetts Institute of Technology**

Master in City Planning

**University of Pennsylvania**

Bachelors in Economics

## PROFESSIONAL AFFILIATIONS

Landscape Architecture Foundation, Member, Board of Directors, 2019 - Present

Urban Land Institute, Member

American Planning Association, Member

## SELECT EXPERIENCE

Denver International Airport Real Estate Land Plan; Denver, Colorado (*in collaboration with Sasaki*)

Business Planning at Orange County Great Park; Irvine, California

Civic Auditorium Redevelopment Planning; Santa Monica, California

I-5 Freeway Lid Feasibility Study; Seattle, Washington

Dorothea Dix Park Funding and Implementation Strategy; Raleigh, North Carolina

Funding and Implementation Plan for Taylor Yard G2 Parcel at the Los Angeles River; California

HUB404 Funding/Implementation Strategy and Benefits Case; Atlanta, Georgia



# Katherine Perez

LA Office Leader

ARUP



Katherine has managed numerous complex projects in transportation planning, real estate development and community engagement for cities, public agencies, philanthropy, and private businesses.

Ms. Perez is an Associate Principal and the LA Office Leader at Arup. She is an expert in urban planning, transportation, and oversees the alternative procurement delivery team in LA. With her background in real estate development, transport and urban planning policy, and the transition to electrification, she is recognized as a leader in the planning and development fields and engages in projects across the services offered by Arup.

## EDUCATION

### University of California, Los Angeles

MA Urban Planning, Transportation

### California State University, Northridge

BS Political Science

## ACADEMIC EXPERIENCE

### University of Southern California, School of Public Affairs

Adjunct Professor; 2008-2010

### University of Southern California Sol Price School of Public Policy

Adjunct Professor; 2008-2011; 2013-present

## PROFESSIONAL AFFILIATIONS

Ford Fellowship, Regional Sustainable Development, Lecturer, 2009

## SELECT EXPERIENCE

California Energy Commission, City of Long Beach Blueprint, Transition to MD/HD ZEV Infrastructure; Long Beach, California

California Energy Commission, Built-Environment Electrification Solutions & Form Factors for Fitting Infrastructure to Transportation (BESTFIT) Innovative Charging Solutions; Santa Monica and Huntington Park, California

California Energy Commission, STC Traffic Equity Driven Public Access ZEV Blueprint; National City, California

California Energy Commission, Reliable, Equitable, and Accessible Charging for multi-family Housing (REACH); San Bernardino, California

Financing Electric Mobility Infrastructure, Department of Transportation; Los Angeles, California

City of Long Beach Strategic Vision; Long Beach, California

# Tony Kirby

PE

Arup Project Manager | Civil Engineer

ARUP



Anthony understands the interrelationships between design and construction and has a proven track record in delivering complex multidisciplinary civil engineering projects.

Anthony Kirby is a Principal in the Los Angeles office. Building on 20 years of experience, Tony has a proven track record in delivering complex multidisciplinary civil engineering projects and building successful relationships with clients and collaborators. Tony has worked on projects in four continents advising clients on issues ranging from site drainage to sustainable communities planning. Over the last 10 years, Tony has successfully delivered several low impact stormwater solutions integrating runoff management with the landscape and native aesthetics of Southern California.

In his tenure, Tony has led teams of civil engineers who regularly engaged on a cross section of infrastructure, building and planning projects delivering work at every phase of design and through Construction Administration.

Prior to joining Arup, Anthony worked for a heavy civil engineering contractor in the UK for four years, providing construction experience that is still utilized on projects during design on a regular basis.

## PROFESSIONAL AFFILIATIONS

PE, State of California (C79357)

BEng (Hons), Civil Engineering 1st class, University of Salford (UK), 1999

MCIWEM #31786

LEED Green Associate

Qualified SWPPP Developer (QSD)

MICE, Institution of Civil Engineers

Envision Sustainability Professional (ENV SP)

Chartered Engineer, CEng

Design-Build Institute of America (DBIA) Certification

ICE Ambassador of the Year 2007

Winner of ICE James Forrest

Medal for paper "SuDS:

Innovation or a Tried and Tested Practice?" in 2004

Member, Chartered Institution of Water and Environmental Management (MCIWEM)

## PROJECT EXPERIENCE

Bradley Plaza Green Alley; Los Angeles, California

Glendale Freeway Ramps, Space 134 Preliminary Engineering Study; Glendale, California

Hercules Campus Engineering and Sustainability Concept Master Plan; Playa Vista, California

LAWA Principal Architect & Principal Engineer on-call; Los Angeles, California

LAX Bus Yard Facility Relocation; Los Angeles, California

LAX Central Utility Plant; Los Angeles, California

North Shore Park; Mecca, California

Santa Monica Airport Park Expansion; Santa Monica, California

Utilities Planner, Los Angeles World Airports (LAWA); Los Angeles, California

# Paris Borovilos

LEED, PE

Civil/Infrastructure Lead

ARUP



Paris has experience with the various phases of a site development project as the civil lead. His expertise includes grading, drainage, hydrology, utilities, and stormwater quality.

Paris Borovilos is a civil engineer with Arup in Los Angeles. He has 17 years of experience in both the private and public sector, with a strong background in land development. Paris has undertaken a number of responsibilities during the project site development stage as civil lead, including grading, hydrology and drainage, utilities, and stormwater quality management.

Paris has QSD certification and knowledge in developing SWPPPs and obtaining permits for stormwater and non-stormwater discharges during construction phases of a project, along with expertise in SUSMP and LID requirements for post-developed water quality compliance within local jurisdictions. Paris is also a LEED Green Associate, with strong general knowledge of sustainable sites.

## EDUCATION

**University of California Irvine**  
BS, Civil Engineering

## REGISTRATIONS

PE, State of California (C77286)

PE, State of Nevada (022736)

QSD, Qualified SWPPP Developer (#20511)

LEED Green Associate

## PROFESSIONAL AFFILIATIONS

Professional Mentor of Engineers Without Borders for the USC Chapter (EWB-USC)

Member, American Society of Civil Engineers (ASCE)

## SELECT EXPERIENCE

Santa Monica Airport Park Expansion; Santa Monica, California

North Shore Park; Mecca, California

LAX Central Utility Plant; Los Angeles, California

LAX Receiving Station X (RS-X), Los Angeles International Airport; Los Angeles, California

LAWA Roadway, Utility, and Enabling (RUE) Projects; Los Angeles, California

LAWA Principal Architect & Principal Engineer on-call; Los Angeles, California

Delta Sky Way I at LAX; Los Angeles, California

Gerald Desmond Bridge Replacement; Long Beach, California

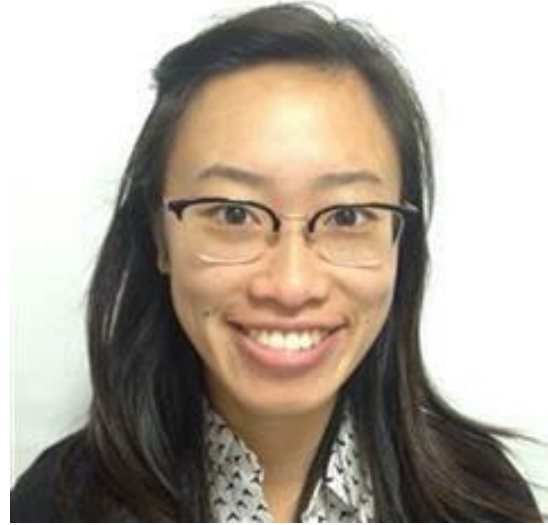
Presidio Parkway; San Francisco, California



# Stella Yip

Transportation/Mobility Lead

ARUP



Stella brings strong data analysis, writing skills, and user experience to transportation projects, and is committed to centering equity in project outcomes for vulnerable users.

Stella Yip is a Transportation Planner on the Integrated Planning Team in Los Angeles. She has experience in multi-modal planning and is skilled in GIS, MassMotion, and Adobe Creative Suite.

Stella has experience working on transportation projects from multiple sides of the table including government, private consulting, and nonprofit advocacy. Prior to joining Arup, Stella has worked on transportation data analysis studies at the consulting firm Fehr and Peers, legislation and public affairs at the Metropolitan Transportation Commission, and transportation advocacy at the nonprofit, TransForm.

## EDUCATION

### University of California, Davis

Bachelor of Science in Environmental Policy Analysis and Planning

### University of California, Berkeley

Master of City Planning

Master of Science in Transportation Engineering

## PROJECT EXPERIENCE

Fisher Brothers Wayfinding Study; New York City, New York

Glendale Freeway Ramps Space 134 Preliminary Engineering Study; Glendale, California

Iulius Iasi Master Plan; Iasi, Romania

Jumpstarting City Economies: Al Fresco Streets Toolkit; United States

MTC Mobility Hubs; San Francisco, California

PDX Terminal Core Redevelopment; Portland, Oregon

Pittsburgh Pedestrian and Vehicular Wayfinding; Pittsburgh, Pennsylvania

Port Authority of New Jersey; New Jersey

Port Authority of New York; New York

## PREVIOUS EXPERIENCE

TNCs and Street Safety; San Francisco, California

Oakland Bike Plan; Oakland, California

# Elmon Toraman

Geotechnical Lead

ARUP



Elmon is a civil engineer based in Arup's Los Angeles office with a focus on geotechnical engineering. She brings extensive experience working on conventional foundation design, shoring system design, existing foundation improvements, soil improvements and design-build transportation projects.

Elmon expertise covers large, multidisciplinary, civil, infrastructure projects such as rails, roads, data centers and energy projects and leadership and management of geotechnical engineers and multidisciplinary teams. She has experience performing preliminary data reviews and desk studies and conducting field explorations.

Skills and interests include data analytics in civil engineering and visualization, energy efficiency of buildings, resiliency of cities following natural hazards, machine learning applications, Python, GIS, seismic design.

## EDUCATION

### New York University

Master of Science in Applied Urban Data Science and Informatics

### Istanbul Technical University

MSc in Geotechnical Engineering

### Yildiz Technical University

Degree in Civil Engineering

## EXPERIENCE

1200 15th St; San Francisco, California

Eyüp-Bayrambaşa Tramway and Esenler Historical Tramway Design; Istanbul, Turkey

I-405 Improvement Project; Orange County, California

LAX Receiving Station X (RS-X), Los Angeles International Airport; Los Angeles, California

Mandarin Oriental Bosphorus; Istanbul, Turkey

Site Due diligence for Confidential Data Center Projects; Dallas, Texas

Site Due diligence for Confidential Data Center Projects; Reno Nevada

Site Due diligence for Confidential Data Center Projects; San Antonio, Texas

Site Due diligence for Confidential Data Center Projects; Tucson, Arizona

VTA BART Silicon Valley Phase II Contract Package 2; Silicon Valley, California

# Monica Strauss

RPA

Cultural Resources Lead

ESA

Monica Strauss provides senior oversight to a multi-disciplinary team of cultural resources specialists throughout Southern California, including archaeologists, architectural historians, historians, and paleontologists.

During her 25 years of practice, she has successfully directed hundreds of cultural resources projects meeting local, state, and/or federal regulatory requirements. Monica's strength lies in assisting clients in navigating complex cultural resources issues in the contexts of the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and Section 106 of the National Historic Preservation Act (NHPA). She directs and oversees staff on Phase I archaeological/paleontological and historic architectural surveys, construction monitoring, Native American outreach, archaeological testing and treatment, historic resource significance evaluations, and large-scale data recovery programs.

Monica's experience ranges from large infrastructure projects that are controversial and multi-jurisdictional to smaller development projects that are important to local agencies and stakeholders.



## EDUCATION

**California State University, Northridge**  
Master of Arts in Archaeology

**California State University, Northridge**  
Bachelor of Arts in Anthropology

**Los Angeles Pierce College**  
Associate of Arts in Humanities

## PROFESSIONAL AFFILIATIONS

Society for California Archaeology

Society for American Archaeology

Register of Professional Archaeologists, #12805

California State Bureau of Land Management Permitted

Meets Secretary of the Interior's PQS: Archaeology and History

Meets Caltrans PQS for Principal Investigator

Nevada State BLM Permitted Eligible (specific geographies)

## PROJECT EXPERIENCE

City of Los Angeles Beilenson Special-Needs Ball Field IS/MND and EA/FONSI; Los Angeles, California

Conejo Park and Recreation District Lang Ranch Community Park Phase I Archaeological Testing and Assessment; Thousand Oaks, California

Los Angeles Department of Recreation and Parks Sheldon Skate Plaza Project; Los Angeles, California

Thomas Properties Group Metro Universal Phase I Archaeological Resources; North Hollywood, California

Venice Dual Force Main & Pumping Plant Generator Replacement Project; Venice, California

Viewpoint School Tennis Courts and Park; Calabasas, California



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# Margarita Jerabek-Bray

PHD

Historic Resources Director

ESA



Margarita Jerabek-Bray, Ph.D. (formerly Wuellner), has 34 years of professional practice in the United States with an extensive background in historic preservation and architectural history.

She specializes in American Architecture, Modern and Contemporary Architecture, Urban History and Design, and Cultural Landscape, and is a regional expert on Southern California architecture. Her qualifications and experience meet and exceed the Secretary of the Interior’s Professional Qualification Standards in History, Architectural History, and Archaeology. Margarita assists clients with strategic advice and historic preservation consultation services to support project success.

Highly experienced and solution oriented, she provides historic resources management and preservation consultation services for all stages of project development, from due diligence through planning and design, to preparation of required documentation for environmental review and permitting. She provides expert historic preservation services for environmental review and, when necessary, implements mitigation requirements and preservation treatment measures.

**EDUCATION**

**University of California, Los Angeles**

PhD, Art History

**University of Virginia**

MA, Architectural History

Certificate of Historic Preservation

**Oberlin College**

BA, Art History

**SELECT EXPERIENCE**

City of Santa Monica On-Call Historic Preservation Services; Santa Monica, California

Historic Resources and Preservation Consultation Services for Santa Monica City Hall; City of Santa Monica, California

Character-Defining Features Analysis Santa Monica City Hall Landscape and Grounds, 1685 Main Street; Santa Monica, California

Review of Santa Monica Town Square Project; Santa Monica City Hall Landscape and Grounds; Santa Monica, California

City Landmark Assessment Report, Palisades Park, 100-1500 Blocks (West Side) Ocean Avenue; Santa Monica, California.

Santa Monica Pier Sign, City Landmark Assessment and Evaluation Report; Santa Monica, California

**AWARDS**

2023 Preservation Design Award, Reconstruction Project, California Preservation Foundation (CPF)

2020 Award of Excellence, American Planning Association

2020 Gold Nugget Merit Award, PCBC, Best Rehabilitation Project

2018 Merit Award, Environmental Analysis Document, Association of Environmental Professionals

# Shannon L. Papin

Cultural Resources Specialist

ESA



Shannon is a Senior Architectural Historian and Cultural Resource Specialist with 25 years of professional experience in architectural history, cultural resource management, and historic preservation planning, policy, and economics.

She has authored historic resource assessment, State and National Register Nominations, historic structure reports, CEQA Impacts Analysis, feasibility studies, LAHCM nominations, and HABS/HAER reports.

## EDUCATION

### George Washington University

Master of Arts in Historic Preservation

### Rhodes College

Bachelor of Arts in English

## PROFESSIONAL AFFILIATIONS

Society of Architectural Historians, Member

National Trust for Historic Preservation and NTHP Forum, Member

Preservation Action, Member

## PROFESSIONAL CERTIFICATIONS

Approved Consultant, California Historical Resources Information System Consultant List (History & Architectural History)

Certified Historian & Architectural Historian, New Mexico SHPO Directory

Approved Historian, City of Santa Fe, NM

## PROJECT EXPERIENCE

Architectural Survey of the Sioux Falls Historic District & Pettigrew Heights neighborhood; Sioux Falls, South Dakota

City of Los Angeles Department of Recreation and Parks On-Call Historic Resources Services Historic Structure Report Isadore House; Los Angeles, California

Culver Crossings Historic Resource Assessment and EIR; Culver City, California

Culver Crossings Historic Resource Assessment and EIR; Los Angeles, California

Historic American Building Survey Kirtland Air Force Base; Albuquerque, New Mexico

Historic American Building Survey Walker Air Force Base; Roswell, New Mexico

Historic American Building Survey White Sands Missile Range; Alamogordo, New Mexico

Silver Lake Reservoir Complex EIR and Impacts Analysis; Los Angeles, California

# Glenn Burks

PHD, PE

Soil Remediation |  
Director of Environmental Services

GROUP DELTA



Dr. Burks has more than 27 years of diverse environmental engineering consulting experience, with an emphasis on technical and project management for site investigations, remediation, and hazardous materials handling projects.

Dr. Burks has managed environmental components of large-scale construction projects and served as the technical lead on large-scale soil and groundwater remediation projects located at airports, industrial facilities, rail yards and educational facilities. Dr. Burks has consistently dedicated himself to being on the leading edge of technological advances in his field, as demonstrated by his development of state-of-the art remediation equipment for free product recovery, development and implementation of Environmental Management Information Systems, and his role as a primary author of the ASTM Standard Guide to Greener Cleanups (ASTM E2893-13).

## EDUCATION

### University of California, Los Angeles

Doctor of Philosophy,  
Environmental Engineering

Master of Science, Environmental  
Engineering

### University of California, San Diego

Bachelor of Science, Chemical  
Engineering

## REGISTRATIONS

Chemical Engineer: California No.  
5975

## SELECT EXPERIENCE

United Airlines Terminal  
Redevelopment, Los Angeles  
International Airport; Los Angeles,  
California

Mammoth Yosemite Airport,  
Soil and Groundwater PFAS  
Investigation; Town of Mammoth  
Lakes, California

Los Angeles World Airports  
(LAWA) Vacuum Enhanced Free  
Product Recovery System; Los  
Angeles, California

San Diego International Airport  
North Side Support Facilities  
Redevelopment Project; San  
Diego, California

Los Angeles World Airports  
(LAWA) Soil Vapor Extraction  
System; Los Angeles, California:



# Mike Cassidy

**PG, CHG**

PFAS Expert | Professional Geologist |  
Certified Hydrogeologist

**GROUP DELTA**

Mr. Cassidy is a Professional Geologist and Certified Hydrogeologist in the state of California with over 29 years of professional experience performing site assessment and remediation and installing/managing soil and groundwater treatment systems.

He has managed site assessment and remediation projects throughout Southern California and has supervised technical staff conducting thousands of Phase I and Phase II investigations and remediation activities. Mr. Cassidy has reviewed, signed, and stamped groundwater monitoring and sampling reports for hundreds of contaminated sites in Southern California.

These projects have demanded a broad range of the expertise, including project forecasting and cost estimating, groundwater flow, water quality evaluation, contaminant fate and transport, feasibility analysis, health risk evaluation, and soil and groundwater remediation. Mr. Cassidy's clients have included public agencies, major oil companies, private developers, consulting firms, and private individuals. He has provided expert witness testimony and litigation support regarding numerous environmentally impacted properties.



## EDUCATION

**San Diego State University**  
Master of Science, Geology

**University of California, Santa Barbara**  
Bachelor of Science, Geology

## PROFESSIONAL REGISTRATIONS

Professional Geologist, California  
No. 6281

Certified Hydrogeologist,  
California No. 0580

Geologist and Hydrogeologist,  
Washington No. 2519

Professional Geologist, Idaho No.  
1250

Registered Professional Geologist,  
Arizona No. 47065

## SELECT EXPERIENCE

Major Airline, AFFF (aqueous film forming foam) Fire-Fighting System Investigation; Los Angeles, California

Los Angeles World Airports (LAWA) Assessment of Multiple Jet Fuel Releases and PFAS in Groundwater; Los Angeles, California

Ontario International Airport Authority (OIAA) Workplan for PFAS Soil and Groundwater Assessment; Ontario, California

Regional Airport PFAS Impacts to Soil and Groundwater; Northern California

Mammoth Yosemite Airport Assessment of Potential PFAS; Mammoth, California

# Alycia McCord

**PG, CSP, PMP, CPESC**

Due Diligence Lead

**GROUP DELTA**



Ms. McCord has more than 21 years of experience with environmental investigations and remediation on environmental and hazardous waste sites across the Southwest.

Her experience includes construction manager of a \$22 million dollar groundwater treatment system for a CERCLA “Superfund” site, which included management of RCRA waste. She also served as construction manager for an \$8 million dollar groundwater treatment system on a Voluntary Cleanup Program Site. With her environmental construction experience, Ms. McCord provides immediate assistance to non-environmental construction clients. Ms. McCord’s relevant experience includes the following projects

## EDUCATION

**Oregon State University**  
Bachelor of Arts in Geology

## PROFESSIONAL AFFILIATIONS

Professional Geologist, California  
No. 9253

## PROFESSIONAL CERTIFICATIONS

Certified Safety Professional, No.  
CSP - 40286

Project Management Professional,  
No. 2595639

Associate Safety Professional, No.  
ASP - 32925

Safety Trained Supervisor  
Construction, No. STSC - 21768

Certified Professional in Erosion &  
Sediment Control, No. 9097

Qualified SWPPP Developer/  
Qualified SWPPP Practitioner, No.  
27237

California Office of Emergency  
Services, Safety Assessment  
Program - Geologist, ID No. 79002

## PROJECT EXPERIENCE

American Airlines LAX Remodel  
of Terminals 4 and 5, Los Angeles,  
California

American Airlines Los Angeles  
International Airport - Super Bay  
Fire Suppression Replacement,  
Los Angeles, California

Delta Airlines LAX Terminals 2 and  
3 Modernization, Los Angeles,  
California

LAX Automated People Mover, Los  
Angeles, California

Morrow Meadows at Delta  
Airlines LAX Terminals 2 and 3  
Modernization Program at Los  
Angeles International Airport, Los  
Angeles, California

# Claire Maxfield

LEED FELLOW

Sustainability Director

ATELIER TEN



Claire is the director of Atelier Ten's San Francisco office as well as a leader in environmental design.

She is an expert in sustainable water and stormwater management, climate-responsive architecture, thermal and visual comfort, façade optimization, advanced energy and HVAC systems, and carbon management. Claire leads the sustainable design of a wide range of projects, from the largest mass transit development in the West to San Francisco's first Type 1 Eco-District.

## EDUCATION

### Princeton University

Masters of Architecture

### Cornell University

BA, Architectural History/Theory & Environmental Studies

## PROFESSIONAL AFFILIATIONS

Lawrence Berkeley National Laboratory, Technical Advisory Committee For Modeling Optically-Complex Fenestration Systems, 2017

AIA San Francisco, Committee On The Environment Co-Chair, 2011 Member, 2010-2015

Us Green Building Council, Northern California Chapter, Member

SPUR, Member

## SELECT EXPERIENCE

Academy Museum of Motion Pictures; Los Angeles, California

City of San Francisco Green Building Technical Consultant 2015-2020; San Francisco, California

Gateway of Pacific; San Francisco, California

Geffen Hall, University of California; Los Angeles, California

Horton Plaza; San Diego, California

India Basin; San Francisco, California

Mission Rock Masterplan; San Francisco, California

Park Habitat; San Jose, California

Salesforce Transit Center; San Francisco, California

San Mateo County Office Building No. 3; San Mateo, California

SSF Library, Recreation Facility, Police and Fire Station; South San Francisco, California

Sunnyvale New City Hall and Public Safety HQ; Sunnyvale, California



# Kristen DiStefano

LEED AP BD+C

Sustainability Associate Director

ATELIER TEN



Kristen is an Associate Director of the San Francisco office. With her macro-to-micro approach, Kristen provides big-picture guidance for large scale master plans and detailed analysis including daylight optimization, shading control and innovative materials on the building scale.

She has managed many of the firm's most ambitious projects ranging from the carbon neutral campus for CCA to one of the largest public-private partnership projects in US history for UC Merced.

## EDUCATION

### Cornell University

Masters of Architecture I

### Bucknell University

BA, Civil Engineering and Studio Art

## PROFESSIONAL AFFILIATIONS

LEED Accredited Professional, US Green Building Council

San Francisco 2030, District Data & Metrics Committee

## SELECT EXPERIENCE

2020 Project, University of California; Merced, California

One Stuart Lane; San Francisco, California

The Anderson Collection at Stanford University; Stanford, California

California College of the Arts Unified Campus; San Francisco, California

Genentech Hilltop A Office Building; South San Francisco, California

Google Caribbean; Sunnyvale, California

Google Charleston East and Bay View Concept Designs; Mountain View, California

India Basin; San Francisco, California

Lower Sproul Redevelopment and Student Center, University of California; Berkeley, California

Mission Rock Seawall Lot 337 Masterplan; San Francisco, California

NVIDIA Endeavor; Santa Clara, California

NVIDIA Voyager; Santa Clara, California

Salesforce Transit Center; San Francisco, California

San Francisco Museum of Modern Art; San Francisco, California

San Francisco Airport Administrative Campus Masterplan; San Francisco, California

# Aaron Paley

Cultural Planning Consultant

COMMUNITY ARTS RESOURCES

Aaron Paley is President and Co-founder of CARS, employing arts and culture as catalysts for a stronger urban fabric.

With over 40 years of experience, Aaron's work has garnered him a significant reputation in the fields of cultural planning and event production. He received the Durfee Foundation's Stanton Fellowship in 2008, which allowed him to focus on the utilization of public space in Los Angeles and develop the vision for CicLAvia. Now the largest car-free open streets event in the United States, CicLAvia temporarily turns city streets into places for Angelenos to walk, bike, socialize and celebrate their city in new ways.

Aaron's vision for Los Angeles has also given form to the public performance series Grand Performances at California Plaza; the programming concept for the 16 acre, \$56 million redevelopment of Grand Park, and the first plan for the reuse of the historic Broadway Movie Palaces. He also created and directed the seminal 1987 Los Angeles Fringe Festival, and he is the founder of Yiddishkayt, the largest organization dedicated to Jewish Eastern European culture west of the Hudson.



## EDUCATION

### University of California, Los Angeles

Master of Business Administration in Non-Profit Arts Management

### University of California, Berkeley

Bachelor of Arts in Architecture, College of Environmental Design

## PROFESSIONAL AFFILIATIONS

Yiddishkayt, Founder

CicLAvia, Founder

## SELECT EXPERIENCE

Blaisdell Center Master Plan Programming and Governance Study; Honolulu, Hawaii

California Plaza Programmatic Governance and Operations Plan; Los Angeles, California

CicLAvia Open Streets Event; Los Angeles County, California

Getty Center 25th Anniversary Community Art Festivals; Los Angeles, California

Grand Park Programmatic and Governance Plan; Los Angeles, California

Jones Plaza Programming and Governance Study; Houston Texas

LA Phil 100 Celebrate LA!; Los Angeles, California

Pershing Square Renew Redesign and Programming Plan; Los Angeles, California

San Diego Symphony The Rady Shell & Jacobs Park; San Diego, California

The Plaza at Santa Monica Governance and Activation Planning; Santa Monica, California

# Katie Bergin

Cultural Planning Consultant

## COMMUNITY ARTS RESOURCES



Katie has co-created and directed the production of all CARS events including interactive and family arts programming, workshops, curriculum development, and event-specific marketing and branding.

With over four decades of experience, and credits such as LA Phil 100: Celebrate LA!, COAST Santa Monica's Open Streets Event, the "Friday Night at the Getty" performance series, Broad Fest, and over one hundred festivals for the Getty Center, Katie has earned her reputation as one of Southern California's most innovative curators and developers of arts and cultural programming. In 2010, she was the recipient of the Cornerstone Theater Company's Bridge Award, and in 2014 she was awarded the Bilingual Foundations of the Arts El Angel Artistic Award. Her focus on building events from the community up – crafting programs that layer arts, education, interaction, and flawless execution – has established CARS as a leader in the field of cultural programming and production.

### EDUCATION

**University of Southern California**  
Bachelor of Arts

### PROFESSIONAL AFFILIATIONS

The Annex, Artist Residency Program, Founding Board President

Hatch Community Youth Fund, offering scholarships and grants for free youth recreational activities, President

### SELECT EXPERIENCE

ARTsea; Marina del Rey, California

Broad Museum Family Weekends; Los Angeles, California

COAST Santa Monica's Open Streets Celebration; Santa Monica, California

Getty Center 25th Anniversary Community Art Festivals; Los Angeles, California

Getty Center Opening festivities; Los Angeles, California

GLOW; Santa Monica, California

Ice Breakers Concert Series; Santa Monica, California

Japanese American National Museum Opening festivities; Los Angeles, California

LA Phil 100: Celebrate LA!; Los Angeles, California

Santa Monica Festival; Santa Monica, California

Skirball Center Opening festivities

The Getty Center Family Festivals; Los Angeles, California

Tongva Park Grand Opening; Santa Monica, California

Voices of LA: The Krupnick Festival of the Arts; Los Angeles, California

Wallis Center for the Performing Arts Opening festivities; Los Angeles, California



# Kora Peterson

Cultural Planning Consultant

**COMMUNITY ARTS RESOURCES**

A fourth generation Angelino, Kora grew up working at the famous McCabe's Guitar Shop in Santa Monica, CA. She started as the Children's Concert Director in 2016, expanding her role to Concert and Events Producer, Web Administrator, and Marketing Manager over the next five years.

In McCabe's intimate, 150-seat back room Kora produced talent such as Beck, Wynona Judd, Jackson Browne, Lisa Loeb, the three-night live performance portion of Rufus Wainwright's audible book, *Road Trip Elegies: Montreal to New York*. She also produced several one-day music festivals and workshops. Kora recently produced the four-part Concert series, *Americana in the Park* in partnership with Art of Recovery and the City of Santa Monica. Kora's passion for community-based programming and the unique occupation of urban spaces is what drew her to CARS, where she can continue to produce beautiful and impactful projects. Kora is also a contributor to the Los Angeles Independent Venue Coalition (LAIVC) and National Independent Venue Coalition, California (NIVA-CA).



## EDUCATION

**University of California, Santa Cruz**

Bachelor of Arts in Modern Literature

## SELECT EXPERIENCE

Art of Recovery; Santa Monica, California

CA FWD Economic Conference; California

Getty Center 25th Anniversary Community Art Festivals; Los Angeles, California

Los Angeles Department of Transportation Play Streets Program; Los Angeles, California

The Getty Center Family Festivals; Los Angeles, California

# Christine Robert

Community Engagement Lead

THE ROBERT GROUP



Chris is the founder and president of The Robert Group (TRG), a public affairs consulting firm specializing in community outreach, public education, legislative advocacy, and economic development. She has an extensive background in the areas of sustainability, transportation, economic development, and land use which is complemented by over 30 years of community involvement.

Prior to founding TRG, Chris gained significant experience in transportation and large public works projects as Senior Administrative Analyst at the Los Angeles County Metropolitan Transportation Authority (Metro). She also served as Manager of Government and Public Affairs at the agency where she conducted presentations to community groups; monitored and analyzed transportation projects and legislative issues of concern to city, state, and federal local elected officials; coordinated public outreach efforts to keep communities informed of transportation projects; and developed and implemented project action plans with city, state and federal elected officials and their staff. In the past 27 years TRG has been part of several efforts educating and engaging communities—and especially communities of color - on topics ranging from the proper disposal of hazardous household waste materials to the use of new bins for recycling.

## EDUCATION

**University of California at Berkeley**  
MBA

**University of Southern California**  
University of Southern California

## SELECT EXPERIENCE

LA County Metro: North Hollywood to Pasadena Bus Rapid Transit Corridor Project; Los Angeles, California

LA County Metro: North San Fernando Valley Bus Rapid Transit Corridor Project; Los Angeles, California

LA County Metro: Centinela Grade Separation Project; Los Angeles, California

City of LA Department of Public Works, Bureau of Engineering: LA River Revitalization Master Plan; Los Angeles, California

City of LA Department of Public Works, Bureau of Sanitation: Stormwater Management Program; Los Angeles, California

Amtrak: LA Union Station Run-Through Tracks Project; Los Angeles, California

Housing Authority for the City of LA (HACLA): Jordan Downs Community Master Plan; Los Angeles, California

LA County Department of Public Works: LA County: LAC + USC Medical Center Campus Plan; Los Angeles, California

LA County Department of Public Works: Olive View UCLA Medical Center; Los Angeles, California

LA County Metro: C (Green) Line Extension to Torrance Project; Los Angeles, California

LA County Metro: Inglewood First/Last Mile; Los Angeles, California

LA County Metro: Purple Line Extension Project; Los Angeles, California

LA County Metro: Regional Connector Transit Corridor Study; Los Angeles, California

LA County Metro: Union Station Master Plan; Los Angeles, California

LA County Metro: Wilshire Boulevard Bus Rapid Transit Project EIR/EA; Los Angeles, California

# Isaiah Ford

Community Engagement Director

THE ROBERT GROUP



Isaiah Ford has an extensive background in project management, community engagement and public policy, including working with government agencies and organizations across broad sectors, such as transportation, land use planning, community development, public housing, sustainability, and human services.

He brings 8 years of experience in project management, non-profit and public sector development, public policy, and community relations. As a Project Manager for The Robert Group, he focuses on many of its community outreach and public infrastructure projects. He brings CEQA experience leading the public outreach and engagement efforts for many of The Robert Group's projects developing Draft and Final Environmental Impact Reports.

Isaiah has worked with government agencies throughout the City and County of Los Angeles, California, and the City of New York, concentrating on intergovernmental and stakeholder relations. Isaiah works closely with communities and stakeholders to ensure public engagement and project goals are exceeded at all levels and ensuring that projects are inclusive of the diverse communities they serve.

## EDUCATION

### California State University, Northridge

Master of Public Administration in Urban Studies and Planning

### Boise State University

Bachelor of Science in Political Science

## PROJECT EXPERIENCE

AECOM/Turner Clippers Arena Intuit Dome Project; Inglewood, California

City of Inglewood, Inglewood Transit Connector (ITC); Inglewood, California

Country of Los Angeles Department of Parks and Recreation Puente Hills Landfill Park; Los Angeles, California

Housing Authority of the City of Los Angeles 25-Year Vision Plan; Los Angeles, California

LA County Metro Airport Metro Connector; Los Angeles, California

LA County Metro C Line (Green) Extension to Torrance Project; Los Angeles, California

LA County Metro LA River Path Project; Los Angeles, California

LA County Metro Open Streets Grant Program Evaluation; Los Angeles, California

LA County Metro Purple Line Extension; Los Angeles, California

LA County Metro Vermont Bus Rapid Transit Corridor; Los Angeles, California

Los Angeles Bureau of Engineering Civic Center Master Plan; Los Angeles, California

Los Angeles Bureau of Engineering LA River Bikeways and Greenways Design Completion Project; Los Angeles, California

Los Angeles Bureau of Engineering Sepulveda Basin Vision Plan; Los Angeles, California

Los Angeles Bureau of Engineering Silver Lake Reservoir Complex Master Plan; Los Angeles, California

Los Angeles World Airports Metroplex Noise Management Program; Los Angeles, California



# Christina Monzer

Community Engagement Specialist

THE ROBERT GROUP



Christina joined The Robert Group in 2022 as a Senior Project Manager supporting and leading all aspects of public engagement and community outreach activities, including the development and implementation of public outreach programs.

She has an extensive background in the areas of sustainability, transportation, economic development, and land use. She has been a significant asset in facilitating TRG's engagement with community residents and stakeholders at community workshops and pop-up events.

She is currently leading community outreach efforts for the development the Metro Los Angeles River Path project and Puente Hills Landfill Park. Part of her role for these projects is to develop monthly strategies to communicate and engage with residents and businesses near the proposed project boundaries. She is skilled at tailoring approaches and community messaging that reaches broad and diverse audiences that are unique to communities we live and work in.

Prior to joining the team, served as a Program Officer at American Councils for International Education, working on all elements of the U.S. State Department-funded, Future Leaders Exchange Program in Eastern Europe. More recently, she was a private consultant in the real estate, public policy and urban planning sectors.

## EDUCATION

**University of California, Los Angeles**

Master of Urban and Regional Planning

**University of California, Berkeley**

Bachelor of Arts in Anthropology

## PROJECT EXPERIENCE

AECOM/Turner Clippers Arena Intuit Dome Project; Inglewood, California

City of Inglewood Inglewood Transit Connector (ITC); Inglewood, California

City of West Hollywood K Line Northern Extension; Los Angeles, California

Country of Los Angeles Department of Parks and Recreation Puente Hills Landfill Park; Los Angeles, California

LA County Metro C Line (Green) Extension to Torrance Project; Los Angeles, California

LA County Metro Centinela Grade Separation Project; Los Angeles, California

LA County Metro LA River Path Project; Los Angeles, California

LA County Metro North San Fernando Valley Bus Rapid Transit Corridor Project; Los Angeles, California

Los Angeles Bureau of Engineering Sepulveda Basin Vision Plan; Los Angeles, California







# The Ellinikon Park

LAMDA DEVELOPMENT | ATHENS, GREECE | SASAKI + ATELIER TEN

Sasaki is honored to be leading the design of The Ellinikon Park and Coastal Front in Athens, Greece, which will be Europe's largest coastal park. The decommissioning of the original Athens International Airport in 2001 led to two decades of work to create a funding and governance mechanism that would transform the city's largest piece of obsolete infrastructure.

The Ellinikon Park is poised to become one of the most significant public spaces in Athens—an ambitious goal for a city celebrated for its iconic architecture and urban design. This park, however, is special. It will set a new standard for ecological restoration and will model a cutting-edge approach for the design, programming, and funding of future public parks across the world.

The design embraces the site's abundant cultural heritage while establishing a 21st century ethos and identity for Athens that will resonate for the next 1,000 years. Once complete, the park will become the social heart of Athens and will provide novel experiences for visitors in a city that does not have a public park at this scale.





**Project Dates**

2020 - Ongoing

**Team or Firm's Specific Role**

Prime Consultant

**Names and Title of Lead Project Staff**

Anna Cawrse - LA Design Principal

Andy Sell - Ecologist

Josh Brooks - Urban Designer and  
Principal Landscape Architect

Shuai Hao - Deputy Project  
Manager, Senior Landscape  
Architect

**Timelines**

Phase 1 is out to BID, target  
opening date spring 2026.

Phase 1B is going to bid in May  
2023, part will be built with phase  
1, part with Phase 2.

Phase 2 is estimated to  
commence after construction  
completion of Phase 1.

**Services Provided**

Landscape Architecture

Ecology

Environmental Graphics

Technical Design

Civil Engineering for Earthworks  
and Site Elements

**Size**

600 acres (243 hectares)

**Sustainability**

Targeting LEED Sites Gold and  
BREEAM

**Awards**

Fast Co. World Changing Ideas  
Awards, Winner in Urban Design  
category

American Society of Landscape  
Architects, Colorado Chapter,  
President's Award of Excellence-  
Analysis & Planning category

Boston Society of Landscape  
Architects, Honor Award - Analysis  
& Planning





# REVIVE AND ENHANCE HISTORIC ELEMENTS



## Learning from the Past and Looking to the Future

Throughout history, the site has been an inclusive, publicly accessible space ingrained in the collective memory of Athenians. The 263 hectare (650 acre) park is bigger than the entire principality of Monaco and represents a palimpsest of Athenian landscapes including prehistoric coastal settlements, productive agricultural fields, a 20th century airport, and a 21st century Olympic venue.

One of only three airports in the world designed by Eero Saarinen, the adaptively-reused terminal building is the centerpiece of a grand event space. In addition to preserving the terminal, massive light poles for the former airport and concrete from the runways are reused throughout the park.



CONCRETE CORING ON SITE



**MATERIALITY CELEBRATING**

Aviation Hangers

Airport Light Pole

Saarinen Building

SITE HERITAGE AND REUSE MAP



### Leveraging Existing Materials Resources

The landscape of Athens is one that tells the ages. Design decisions about materiality and planting were selected to withstand the test of time and remain relevant. Priorities included the use of durable, reusable, long life-cycle materials that would reduce the overall carbon footprint of the park. 28,720 m<sup>2</sup> (309,140 sq. ft.) of concrete from the existing airport runways and tarmac is reused playfully throughout the park to subtly tell the story of the site's past, transforming the banal into something beautiful. With its glimmering marble aggregate and no rebar, the once unnoticed is honored in signature fountains, massive retaining walls, custom furnishings, and various hardscapes.

The team also found a unique resource in the former airport facilities, enabling the reuse of approximately 150,000 CM of existing demolitions. Some materials are refinished in place, much is used in clean fill, crushed road base, or rip-rap, and some are upcycled. About 10 hectares of unreinforced, 300mm thick, marble-aggregate concrete was set aside for upcycling as a substitution for precast concrete.



CONCRETE CORING ON SITE

## LEGACY HERITAGE THROUGH MATERIAL REUSE

1938-2001 AIRPORT HERITAGE ◀ ▶ TODAY





### Setting a New Standard for Carbon Neutrality

Maximizing the carbon sequestration potential of the site while minimizing carbon emissions from materials, construction, and operations remained a top priority throughout the design process. The design started with an analysis of the existing resources available within the site—including extensive soil and concrete testing, geotechnical borings, tree surveys, and field surveys of vegetation already established across the abandoned parcel.

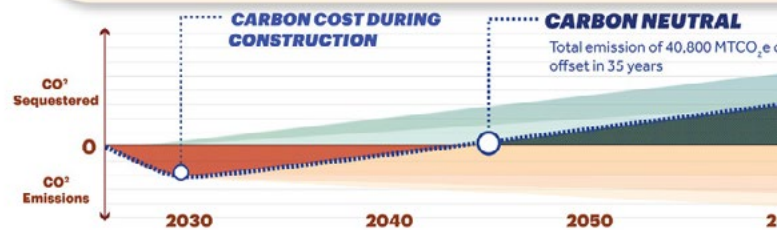
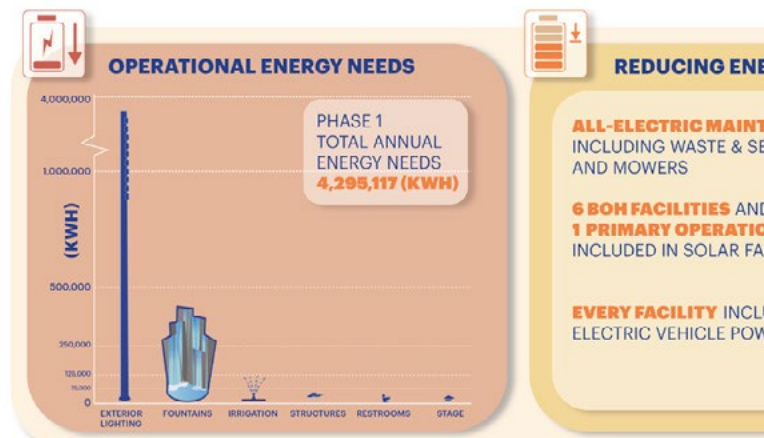
Detailed carbon assessments were conducted during early design phases using Carbon Conscience (developed by Sasaki) and Pathfinder applications, guiding iterations and strategic detailing to reduce project emissions by 45% from the initial benchmark. The result was a projection of carbon neutrality in 35 years, and an expectation of ~40,000 MTCO<sub>2</sub>e (metric-tons CO<sub>2</sub> equivalent) additional carbon sequestered by the time the site achieves carbon carrying capacity. Key carbon reducing strategies included soils amendment and reuse, material reuse, afforestation, and minimizing new concrete applications.

The design process included a full energy modeling study to size an on-site solar farm to offset operational energy. Additionally, maintenance manuals were developed to specify an all-electric fleet of vehicles and equipment. Irrigation will be provided through reclaimed water sourced from sewage mining, with ~60% of the park dedicated as ‘establishment-only irrigation’ and allowed to naturalize.

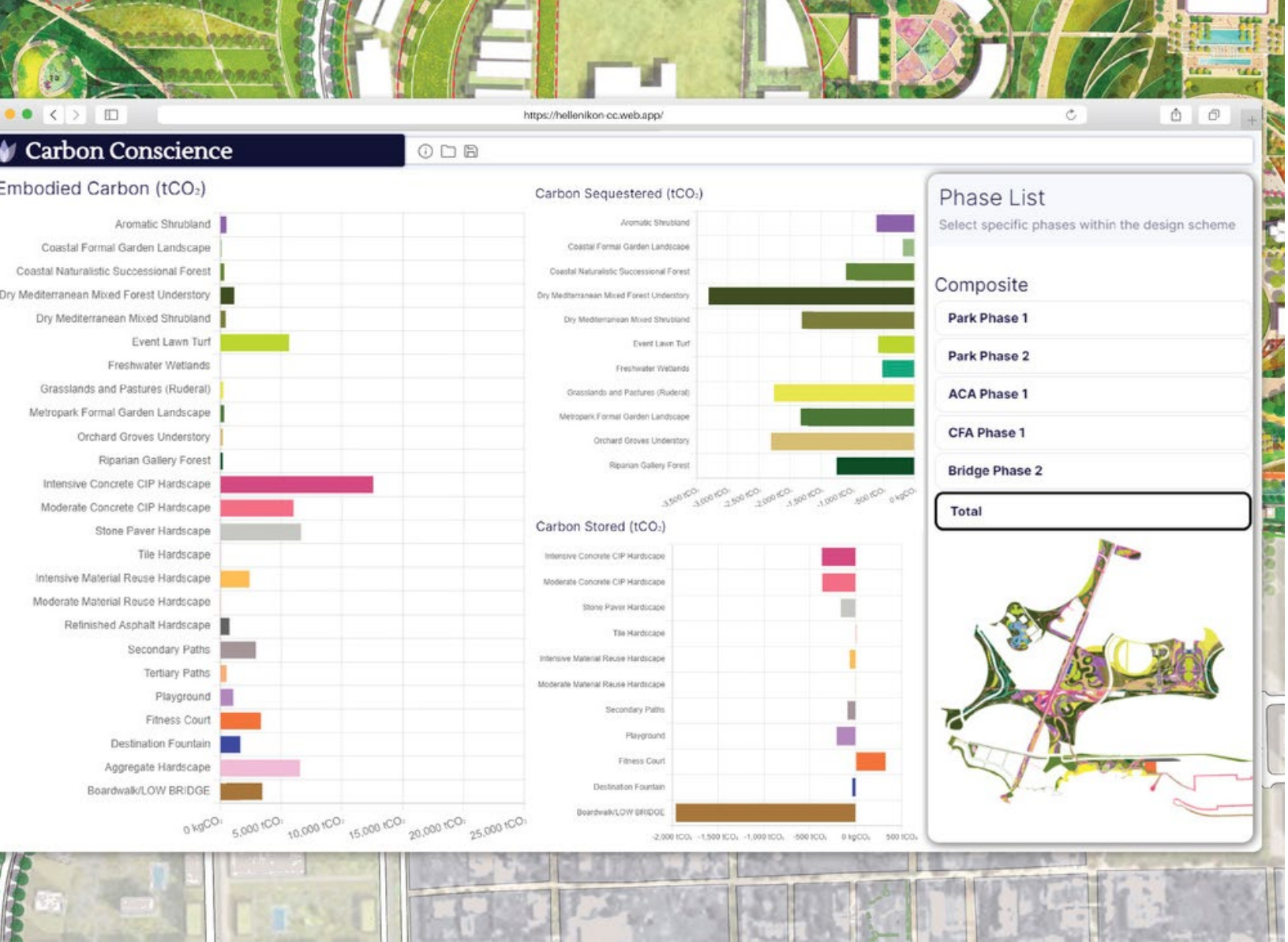
A large-scale afforestation effort supports carbon sequestration and urban heat island mitigation goals. Over 55,000 trees sourced from Greece were selected for their ecosystem services and adaptability to the site’s alkaline soils. The plant list, which includes trees, shrubs, geophytes, and herbaceous material, was carefully considered based on native status, adaptability to local climatic conditions, and cultural connections and traditions. As the largest plant procurement project in Greek history, the restoration goals necessitated direct collaboration with Greek nurseries since early concept design.



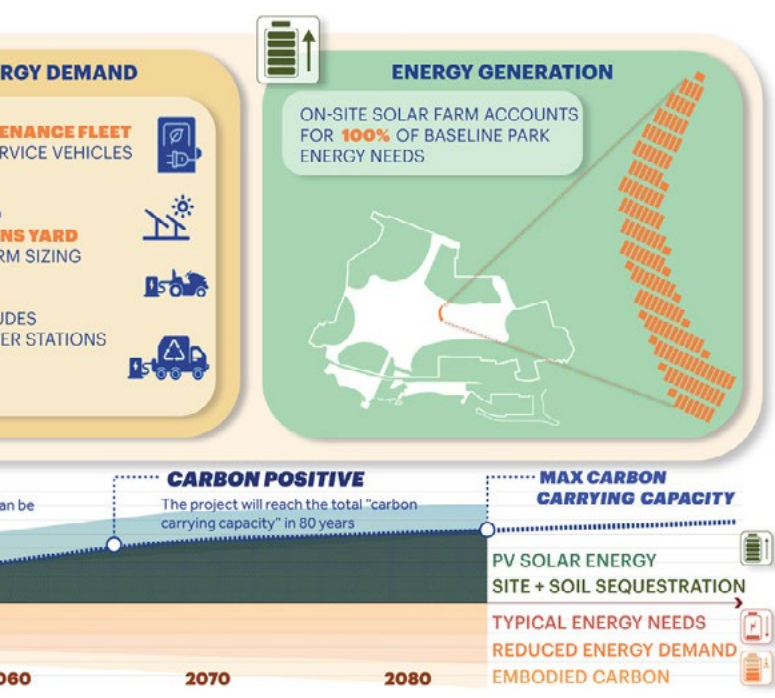
### MATERIALITY NET-ZERO ENERGY AND OPERATIONAL CARBON







**ENERGY EMISSIONS**

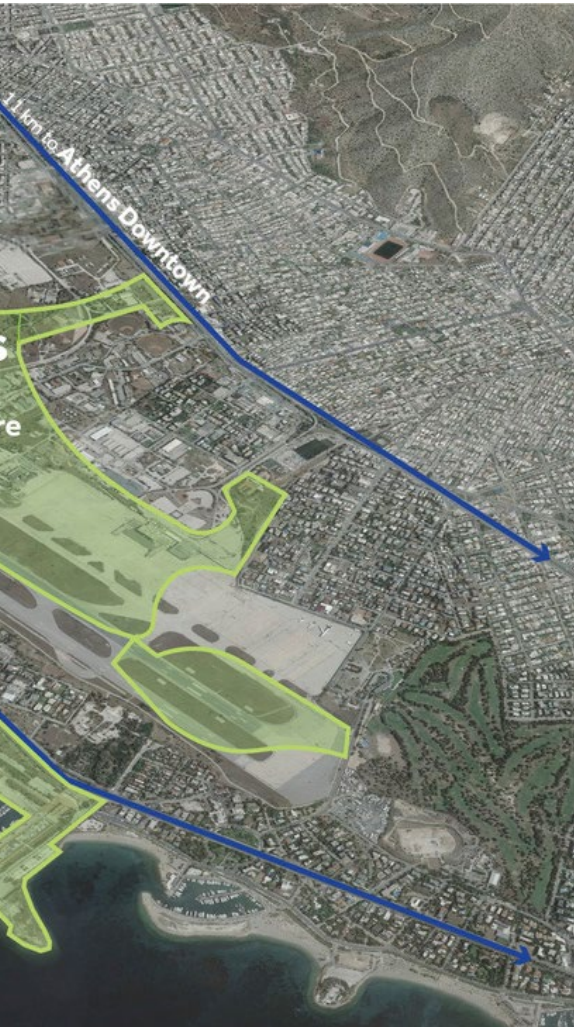


The Metropolitan Park is heroic in scale and ambition, which translates into a responsibility to reinforce the Greek relationship with landscape and reignite this ethos in a 21st century context—centering climate responsiveness and carbon-positive design, ecological restoration, and equitable access for all Athenians.









Meandering paths ascend through the topography and provide intimate moments to connect with installations by local artists, leading to sweeping views of the entire park and out to the sea from the summit





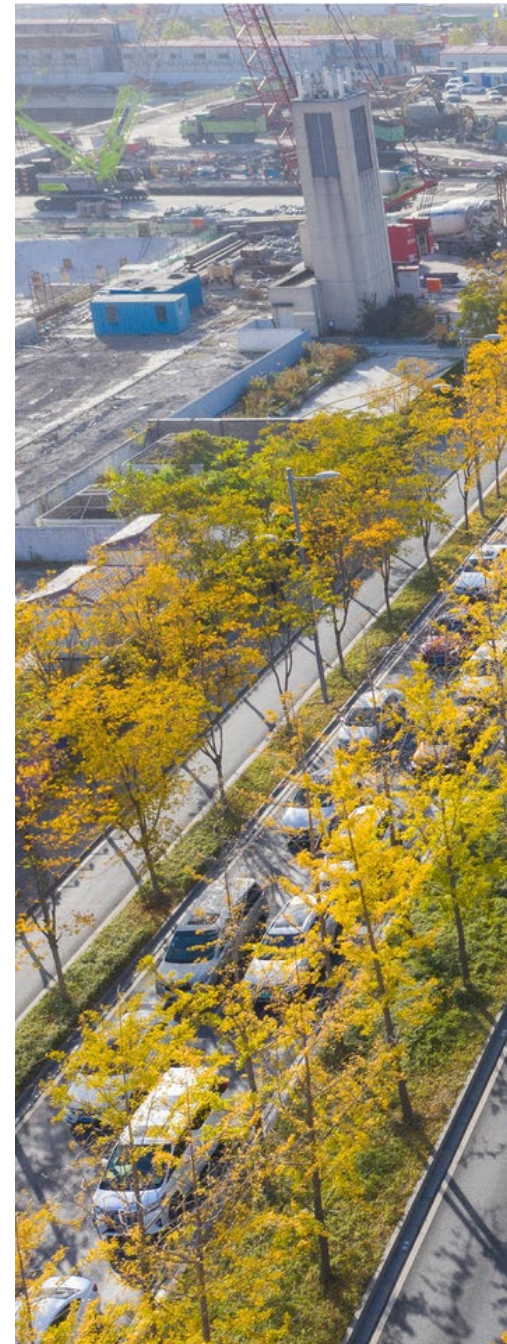
# Xuhui Runway Park

SHANGHAI XUHUI WATERFRONT DEVELOPMENT INVESTMENT CONSTRUCTION CO.,LTD. |  
SHANGHAI, CHINA | SASAKI

As the first SITES Gold project in mainland China, Xuhui Runway Park is an innovative urban revitalization project that breathes new life into a unique piece of Shanghai's history. Located in the Xuhui Riverfront Area, a formal industrial zone of the city, this 14.63-hectare (36.15-acre) site was a runway for Longhua Airport, which operated for over 80 years and was Shanghai's only civilian airport until 1949. The remaining 1,830-meter (2,001-yard) long and 80-meter (87-yard) wide concrete runway was built in 1948 and used until the airport was closed in 2011.

With the recent redevelopment of the Xuhui Riverfront Area into a mixed-use district, the historic runway is embracing its new life. Master planned as a public street and linear park side-by-side, this project serves as a runway of modern life, offering a space of recreation for nearby communities, as well as a respite from the high-density redevelopment around. Following its environmentally, socially, and economically sustainable approaches, the site will lead the city's new lifestyle.

To reflect the site's previous history, the design mimics the motion of a runway, creating diverse linear spaces for vehicles, bicycles, and pedestrians by organizing the park and street into one interconnected sequence at a runway scale. While the spaces are linear in form, diverse spatial experiences are created by applying different materials, scales, topography, and programs. The ascending and descending movement, with overlooks created for pedestrians and cyclists, resembles the experience of being on an airplane, which connects visitors to the past while also providing varied viewpoints of the site.





**Project Dates**

2013 - 2020

**Team or Firm's Specific Role**

Prime Consultant

**Names and Title of Lead Project Staff**

Shuai Hao - Project Landscape Architect

**Timelines**

Planning and Design: 2013-2017

Construction

Phase 1: February 2017

Phase 2: August 2017

Phase 3: January 2019

Phase 4: Fully Built 2020

**Services Provided**

Landscape Architecture

Ecology

Architecture (for park structure and bus shelter)

Environmental Graphics

**Size**

14.63-hectare (36.15-acre)

**Sustainability**

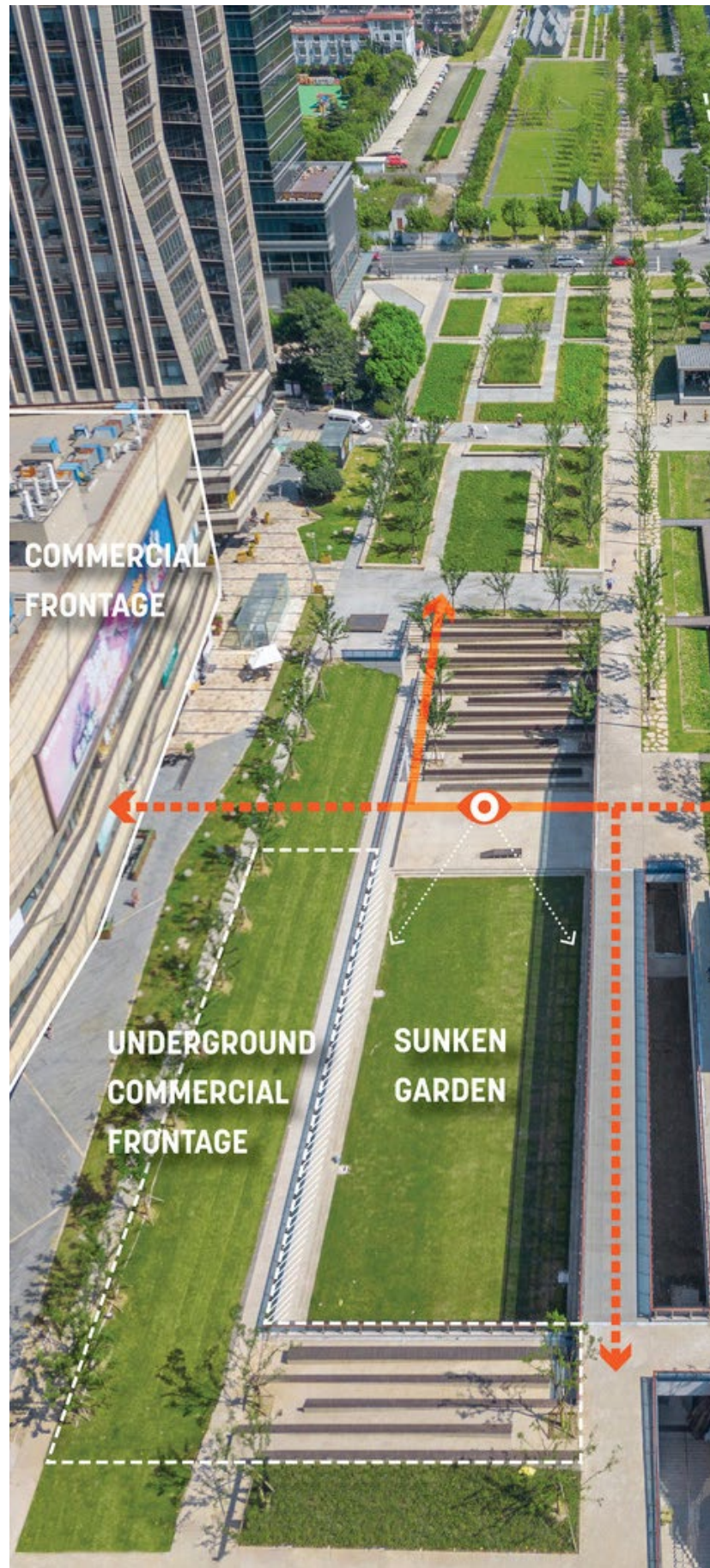
SITES Gold





The layout of Yunjin Road contributes to a compact urban district by limiting the number of vehicular travel lanes and promoting public transit over personal cars. Designated bike lanes are integrated into the street section, facilitating the “last one kilometer” commute between the transit and individual destinations. Additionally, six rows of deciduous trees are planted along the sidewalks, bicycle lanes, and road median, creating a comfortable microclimate, seasonal effects, and a human-scaled boulevard.

A sunken garden is carved between the park’s subway station and neighboring development parcels, improving the walking experience to and from the transit while enriching the spatial composition of the park. Additional commercial frontage is placed along the garden perimeters, helping activate the garden while bringing more revenue to the park to support its operation and maintenance costs.







Diverse programs are planned in various park spaces, open to all ages and groups and mostly free of charge. Active lifestyles can be found in multiple forms of runways, such as the bike and pedestrian runways through the park, a runway playground, a runway fountain, and the multipurpose lawn with a capacity for holding 3,500-people events or 5 soccer games in five-a-side size fields. Cultural events and performances can be accommodated at the sunken garden with a maximum of 900 audiences, and various restaurant and public service facilities scattered throughout the park are designed to allow for small social gatherings like office parties, serving the developments around.

Private conversations and reflection can take place at multiple gardens, riverfront overlooks, and the birdwatching grove, which offers a respite from busy urban life. Multiple water features inspired by the aviation industry are distributed throughout the park, including the Runway Fountain, the Silver Wings Fountain, and the Children's Interactive Fountain, to help activate the spaces. The water supply for the Runway Fountain comes completely from the treated stormwater on site.



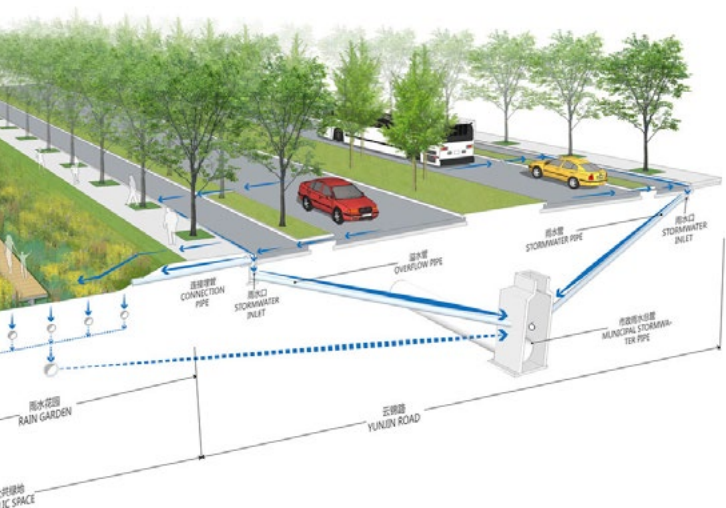
Before the project began, much of the original runway was still intact. Sasaki and our local engineering consultant carefully investigated the site and identified 3.6-meter wide structurally-sound concrete pads which would remain and serve as the main pedestrian path through the park. Its original directional markings were also preserved as part of this effort.

Near the north end of the park, large portions of the existing runway's concrete panels are also integrated into the birdwatching grove to form intricate resting spaces. In areas where the existing concrete was damaged beyond repair, new concrete pavement panels were formed to serve the park's contemporary uses.

The demolished concrete pieces were reused in a randomized paving pattern adjacent to the main pedestrian path and underneath tree groves and allees. Preservation and reuse of the runway concrete on site has not only reduced construction costs, but also preserved the embodied carbon and reduced greenhouse gas emissions caused from the manufacturing of new concrete.







## COST CONTROL

A feasibility study and project cost estimation was completed by the client after the preliminary concept design to generate the project budget. The design was further developed based on this established budget. Detailed cost estimates were provided by our local subconsultant in the design development phase to make sure that the project was within budget.

## CLIENT'S RECEPTION OF THE FINAL PROJECT

Adjacent parcels were constructed after the park completion and were sold at a higher value which generated additional income for the city as the land owner. These included various residential developments as well as the CCTV Yangtze Delta Headquarters Office, the World Artificial Intelligence Conference Center, and the first 7-star hotel in Shanghai. Property values in the immediate neighborhood (within 2 blocks of the park) increased in value over 80% from 2015 to 2019 when the park was completed.

The client is also pleased with the project being awarded the first SITE Gold project in mainland China. The street side rain gardens that are integrated into the stormwater systems of the adjacent road design are one of the pioneer cases of "Sponge City Practices" (green infrastructure) in mainland China. Sasaki has continued work with the client on other surrounding landscape projects and has been highly recognized and recommended for our work at Xuhui Runway Park.

## GRAPHIC MATERIAL PRODUCTION AND APPROXIMATE BUDGET

The design team has used hand drawing, CAD, SketchUp modeling, in-house rendering from models enhanced with Photoshop, and the Creative Suite for plans, diagrams, and montages. Third party professional renderings were used for key views.

## QUALITY CONTROL

In addition to internal QAQC, we had a third party senior associate review and markup sets for health, safety and welfare following our corporate policies. The project technical landscape architect reviewed all construction details for the plan set. Sasaki was also contracted to do the construction administration to oversee the project construction phase.





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## AWARDS

American Society of Landscape Architects, Honor Award for Urban Design

World Architecture Festival and Awards, Winner, Urban Context – Landscape category

Asia Pacific Urban Land Institute (ULI) Excellence Award, Finalist

World Landscape Architecture, Merit Award, Built Large category

MIPIM Asia, Silver Award, Urban Regeneration category

DFA Design for Asia Awards, Merit Award

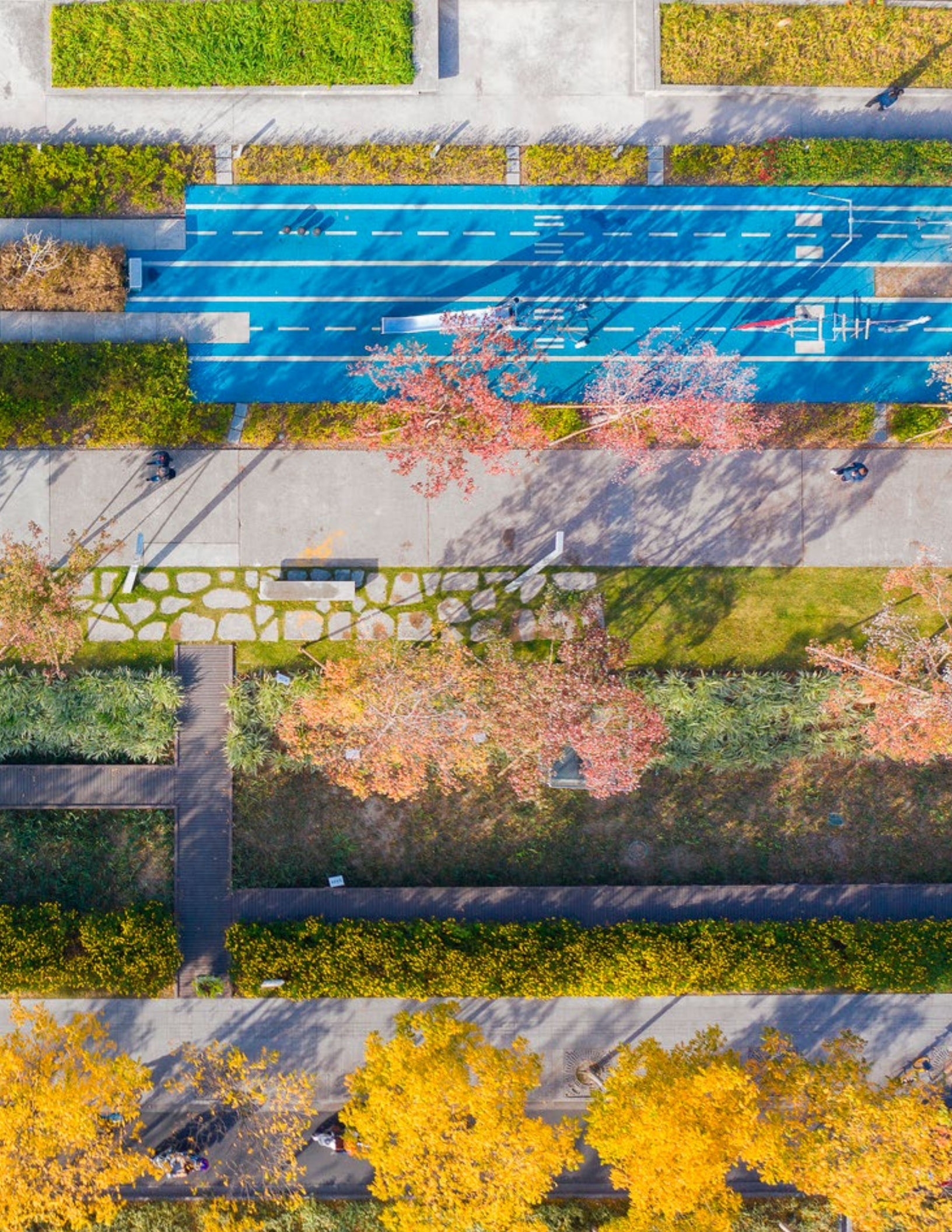
IFLA AAPME 2020 Awards, Excellence Award in Economic Viability

Fast Co. Innovation by Design Awards, Honorable Mention– Cities category

Boston Society of Landscape Architects, Honor Award – Design

Green Building Showcase 2019, Market Leader Award Series, Site Category







# DEN Real Estate Strategic Development Plan

DENVER INTERNATIONAL AIRPORT | DENVER, COLORADO | SASAKI & HR&A ADVISORS

Sasaki’s interdisciplinary design team is collaborating with Denver International Airport’s (DEN) real estate division to create a Strategic Development Plan that establishes a comprehensive long-range planning framework, development strategy, and design standards to realize DEN’s vision.

The Strategic Development Plan transforms DEN’s non-aviation land into a series of concentrated, vibrant development districts designed to serve a spectrum of national and global businesses. Focused initially on approximately 1,000 acres along the airport’s main access road, Peña Boulevard, the plan celebrates an identity that is distinctly DEN and uniquely rooted in the Colorado landscape. Each development district capitalizes on the property’s unique landscape amenities, views of the rolling prairie and Front Range, and seamless international airport access.

The vision for DEN’s airport city builds on the distinct architecture of the iconic Jeppesen Terminal, vast prairie landscape, and breathtaking views of the Rocky Mountains. A newly constructed passenger rail line connects DEN to Union Station in downtown in about 40 minutes. Stopping at several transit-oriented development sites, this new transit line forms what Mayor Michael Hancock refers to as Denver’s Corridor of Opportunity. The network of regional, national, and global connectivity—combined with DEN’s extensive land resources, the natural beauty of the surrounding prairie and Rocky Mountains—provides the context and inspiration for the Strategic Development Plan.



**Project Dates**

2016 - 2018

**Team or Firm's Specific Role**

Prime Consultant

**Names and Title of Lead Project Staff**

Josh Brooks - Urban Designer  
HR&A Advisors: Market/Feasibility  
Analysis - Connie Chung

**Timelines**

2016-2018

**Services Provided**

Planning and Urban Design  
Landscape Architecture

**Size**

16,000 acres





EAST APPROACH

- 1. East Approach Boulevard
- 2. Plane Spotting Park
- 3. Central Park Landscape
- 4. *Blue Mustang* by Luis Jimenez
- 5. East Approach Gateway
- 6. Hotel/Conference Center
- 7. 100 Block Development
- 8. 200 Block Development
- 9. 300 Block Development
- 10. Parking with Solar Canopies

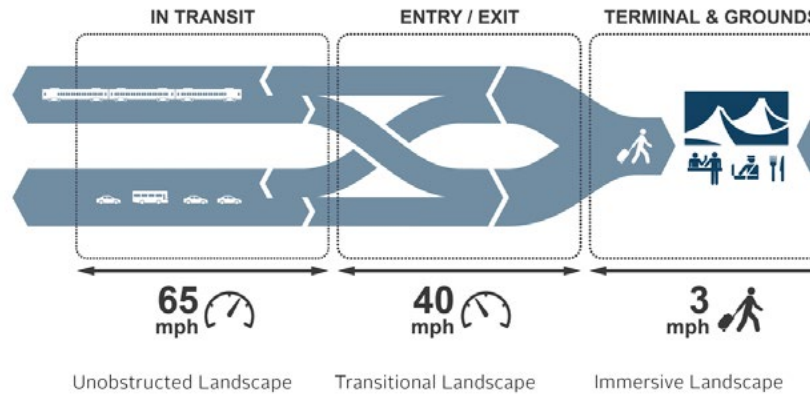




Each of the plan's priority development districts has a signature character derived from its relationship to the airport terminal, landscape context, and connection to regional transportation networks. The districts are founded on a framework of streets and public spaces designed to balance flexible growth and evolving technologies with the creation of attractive, human-scaled places. DEN's development districts are conceived as destinations to attract innovative local, national, and international businesses as well as the broader regional community. The plan anticipates a diverse mix of uses including hotel, conference, and other hospitality functions; destination and local retail; commercial office space; research and development; and manufacturing.







The Strategic Development Plan’s distinctive landscape strategy considers four levels of user experience. Characterized as unobstructed, transitional, immersive, and aerial, these levels of experience dictate scale-appropriate interventions based on the typical speed and position at which one experiences the landscape, be it on foot or bicycle, or in a car, train, or airplane.

This strategy is uniquely appropriate to the tens of thousands of visitors and employees whose perspective varies depending on when and how they travel through DEN’s landscape. Underlying the landscape experience is a commitment to contextualize development in the high plains ecoregion, minimize intensive landscape maintenance, and utilize landscape as an integrated medium for DEN’s commitment to public art.

Unobstructed Landscape



Transitional Landscape



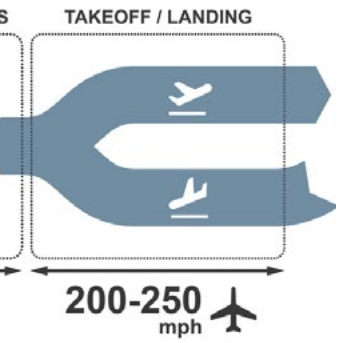
Immersive Landscape



The landscape strategy considers DEN landscape features, natural resources, and vistas through four levels of experience: the unobstructed, the transitional, the immersive, and the aerial. These levels of experience dictate scale-appropriate interventions based on the typical speed and position at which one experiences the landscape.



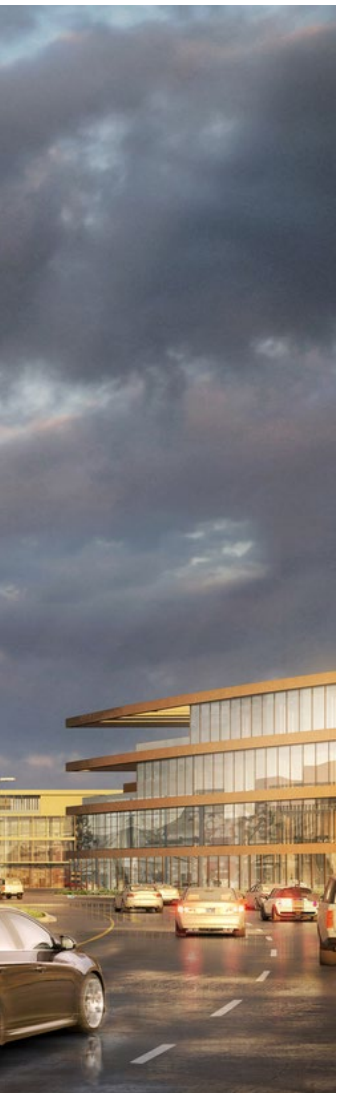




Aerial Landscape



Levels of experience: the unobstructed, interventions based on the typical speed



The planning process is engaged a cross-section of airport leadership and divisional expertise, as well as stakeholders from the City of Denver and neighboring jurisdictions. Sasaki collaborated with HR&A Advisors, Matrix Design Group, Peter J. Park, PGAL, HDR, and VHB to develop the plan.

# Wilmington Waterfront Promenade

PORT OF LOS ANGELES | LOS ANGELES, CALIFORNIA | SASAKI

Sasaki first collaborated with the Port of Los Angeles and its staff, members of the community, and all affected agencies to craft a master plan that both created a natural buffer between Wilmington and the Port's operations, and identified ways in which equal access to natural resources for Wilmington's primarily Hispanic residents could co-exist with industry. At the conclusion of the master plan, Sasaki identified three open spaces for implementation: the Wilmington Waterfront Park, the Avalon North Streetscape and the Wilmington Waterfront Promenade.

The port has implemented the waterfront master plan in two primary phases. The first phase opened in 2011: the Wilmington Waterfront Park transformed a brownfield site into a 30-acre park that runs parallel to the coast and provides a buffer between the community and the port's operations.





**Project Dates**

2015 - Ongoing

**Team or Firm's Specific Role**

Prime Consultant

**Names and Title of Lead Project Staff**

Ben Boisclair - Landscape Architect

**Timelines**

Phase 1: 2011

Phase 2: Under Construction

**Size**

10 Acres

**Services Provided**

Civil Engineering

Landscape Architecture

Community Engagement

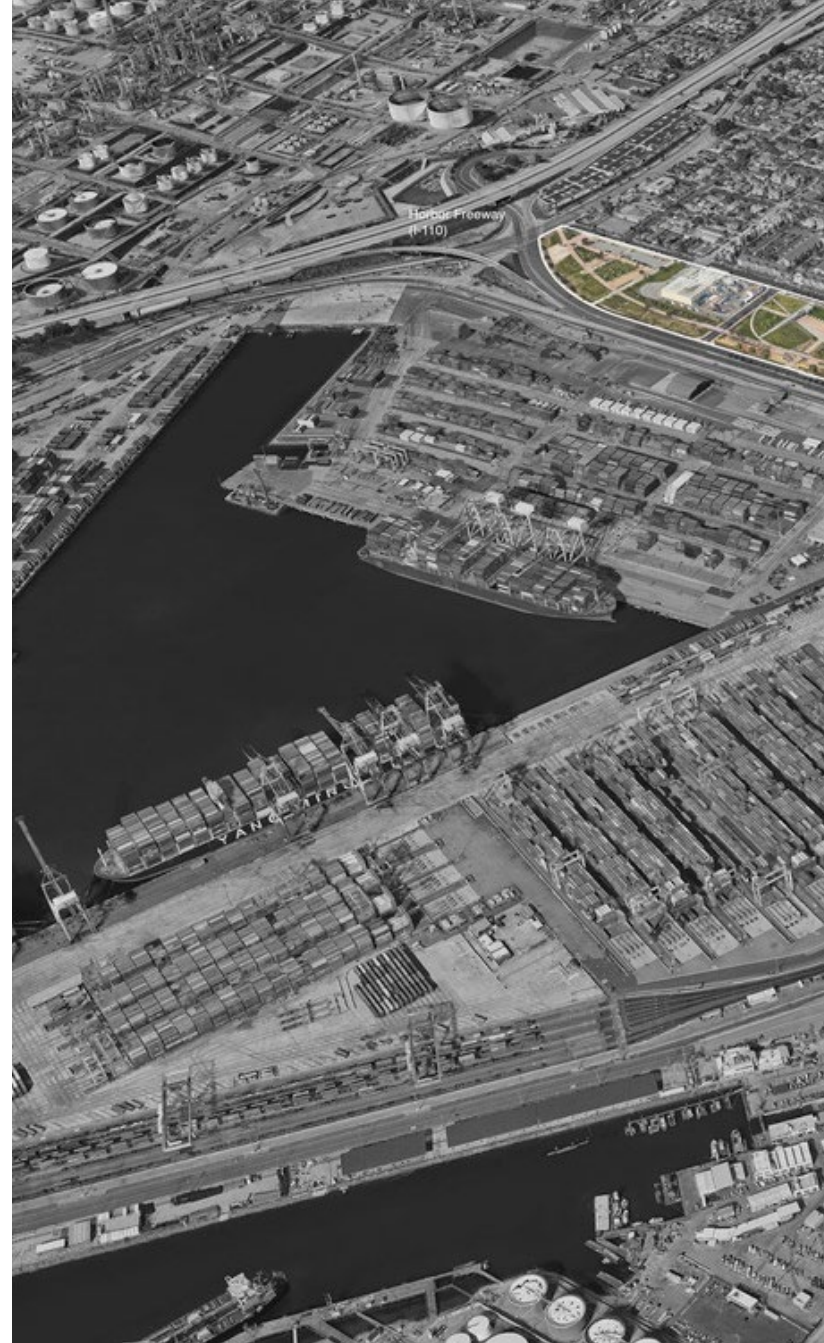
Planning and Urban Design





The second phase, currently under development, is connecting the park and the community to the ocean. The new L-shaped ribbon of green development will connect the Industrial District and Avalon Corridor with the new Waterfront Promenade. A future land-bridge connection will carry Angelinos and visitors over the industrial port sites to arrive in the space of the promenade—a grand entrance, opening to a sweeping view of LA harbor from the top of a sculpted landform, which cleverly nests the restrooms and services underneath the dome of earth.

To the right, native California sycamore and oak trees create a shaded woodland path towards a play area for children. To the left, a sweeping promenade—with custom-built seating that slides on tracks like the railcars of the former industrial port, is the front porch of the existing Banning's Landing community center. The visitor can traverse the open plane of lawn ahead, spill out onto the promenade that doubles as a stage, and arrive at a place to sit on the terraced sculpture of rough-hewn stones cut from sparkling onyx that step down to meet the water, offering unobstructed views out over the harbor.







**What had previously been inaccessible—a place for machines, less for people—is transformed through design intervention into a place where a community can meet the water’s edge.**





**Top**

Small community gathering spaces created areas to sit and enjoy shade and the local landscape.

**Right**

A new playground creates a destination and needed active recreation for the region.

**Bottom**

Sasaki led the architectural design for all park pavilions, restrooms, and shade structures.

**Right Page**

The new waterfront park master plan connected a series of trails and open spaces.







Construction begins on Wilmington Waterfront Promenade



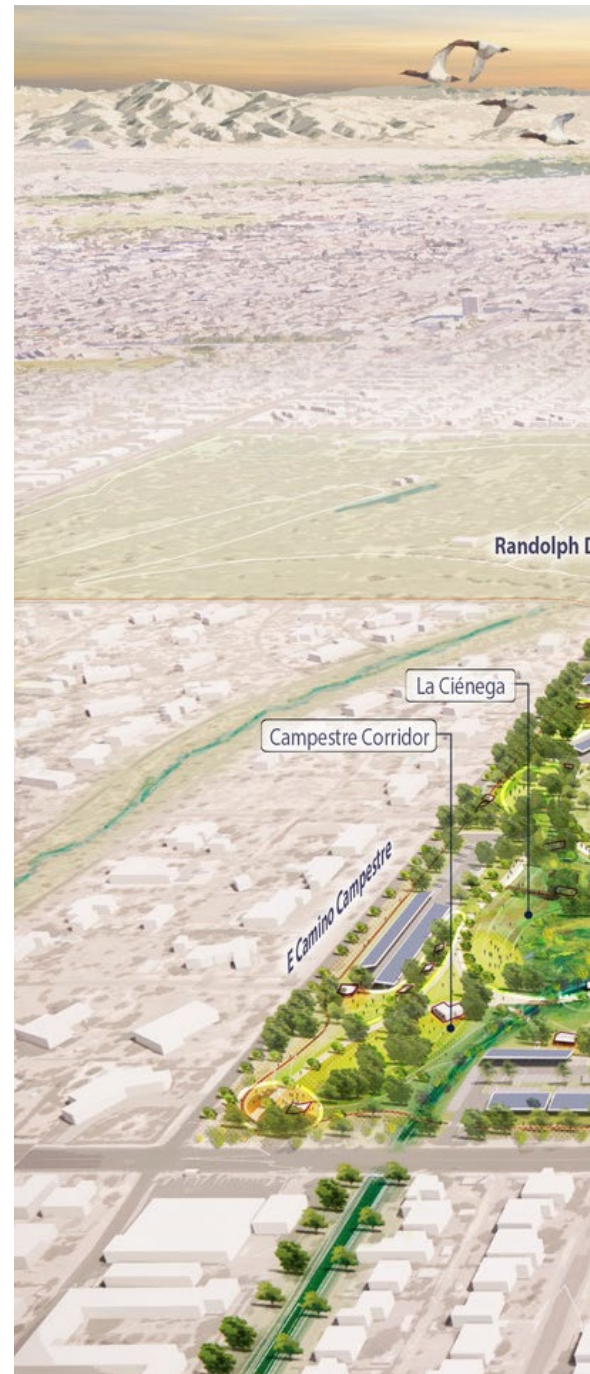
# Gene C. Reid Park Master Plan

TUSCON, ARIZONA | SASAKI

Sasaki led the master plan for Gene C. Reid Park, a 131-acre park in the center of Tucson. The master plan is designed to ensure that future improvements to Reid Park help it evolve into a cohesive, functional, and efficiently planned amenity for all of Tucson.

Reid Park is often called Tucson's central park and like other central parks it has to appeal to many user groups and meet a range of recreational, ecological, and cultural needs. Throughout Reid Park's history, new features were incrementally added to the park to meet the evolving needs of the Tucson community. This incremental growth often happened without a larger comprehensive plan to guide individual projects. The result of this is clear. Today's Reid Park is a collection of features, that individually are well-loved and used, but together lack a cohesive circulation network, infrastructural logic, or place identity.

Reid Park is a destination for all of Tucson, with keystone attractions like the Reid Park Zoo, welcoming 500,000 visitors a year, Hi Corbett Field, a stadium with a capacity for 9,500 spectators, and the Demeester Outdoor Performance Center (OPC), an open-air music and performing arts venue. It is also a community park, offering play, sports, nature-viewing and cultural recreation for daily use. Reid Park is called upon to play many roles for Tucson and some of its greatest challenges - and opportunities - come from the need to balance its role as host to city-wide events with the daily recreational, cultural, and ecological needs of the local community.





**Project Dates**

3/2022 - 12/2022

**Team or Firm's Specific Role**

Prime

**Names and Title of Lead Project Staff**

Anna Cawrse - PIC

Josh Brooks - Urban Designer

**Timelines**

Phase I: Discovery - 12 Weeks

Phase II: Vision - 18 Weeks

Phase III : Action - 15 Weeks

Phase 1: Implementation - Ongoing

**Services Provided**

Landscape Architecture

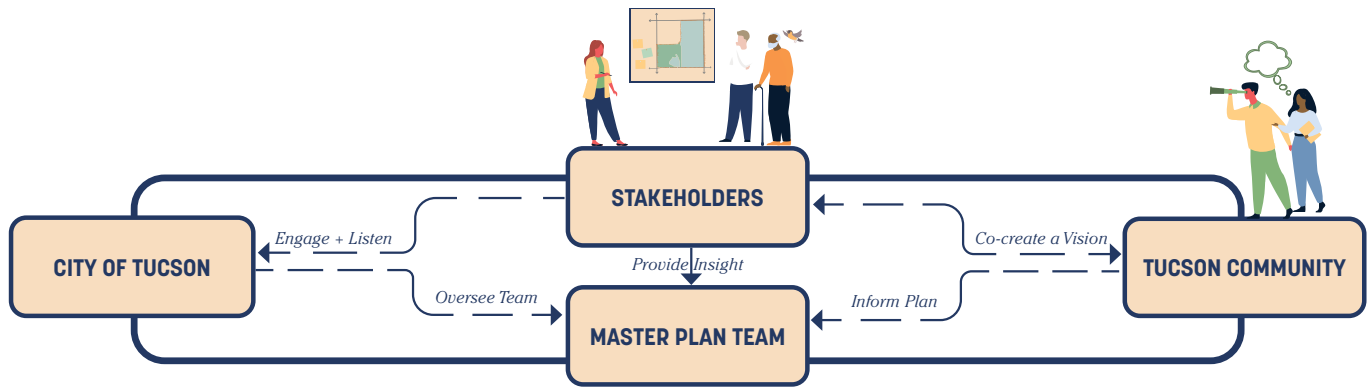
Planning and Urban Design

**Size**

131 Acres







7,119  
POINTS OF ENGAGEMENT



**Community & Stakeholder Engagement**

The Reid Park Reimagined engagement process was an integral part of the master plan. From the outset, the team and city wanted as many voices at the table as possible to envision a central park for Tucson that was authored by the people it will serve. To do so required a multifaceted engagement approach that involved digital communications, in-person events, surveys, stakeholder interviews, and one-on-one conversations all of which were in Spanish and English. Reid Park Reimagined was crafted around seven principles:

**Be Flexible:** The team continuously adapted engagement methods to real-world conditions and worked to implement new forms of engagement throughout the process in order to capture unheard voices.

**Prioritize Quality, Diverse, and Representative Input:** Engagement surveys used interactive maps, images, and problem-solving exercises to encourage the community to think creatively and provide deep feedback about their desires for the park. The planning process sought to engage the entire Tucson metro, not just residents of nearby neighborhoods.

**Be Proactive and Intentional:** The planning team was proactive about engaging voices from historically underrepresented communities. Engagement used a combination of online, in-person, and paper formats to reach different age and income groups. All surveys were made available in Spanish. A Spanish interpreter was available at all community events.

**Promote Discovery:** The engagement process was not just about getting the community’s feedback on the future of Reid Park, but also helping them to develop a deeper relationship with the park today. A goal of the planning process was to reintroduce the park to communities throughout Tucson and encourage them to discover new programs, places, and features of the park to love.

**Stay with the Trouble:** The planning team sought to maintain an open, sensitive, and non-judgmental engagement process that welcomed disagreements. Conflict was treated as an opportunity to dive deeper into elements of the plan and develop creative solutions.

**Meet People Where They Are:** Engagement for the Reid Park master plan followed a period of engagement surrounding the expansion of the Reid Park Zoo. All engagement recognized previous community input and used that as a jumping off point for new conversations.

**Keep it Fun and Meaningful!** The engagement process involved interactive media, story-telling exercises, scavenger hunts, and community festivals to ensure it was fun and accessible for participants of all ages. The engagement process was woven into other recreational and community activities to broaden its reach.

## ENGAGEMENT & OUTREACH DASHBOARD

# 7,119

### POINTS OF ENGAGEMENT



## 24

*Stakeholder Interviews*  
31 STAKEHOLDER GROUPS  
100+ STAKEHOLDERS



## 3

*Open Houses*  
OVER 9,000 ATTENDEES



## 6

*Pop-up Events*  
OVER 300 INTERACTIONS



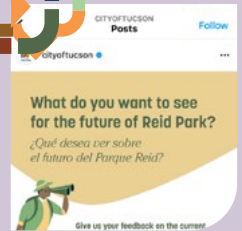
## 3

*Community Surveys*  
6,307 TOTAL RESPONSES  
IN 2 LANGUAGES



## EST. +150,000

*Emails Sent*  
10 MEDIA CHANNEL OUTLETS FOR  
TARGET OUTREACH



## 722,365

*Media Impressions*  
23,557 CLICKS



**Process**

The Reid Park Reimagined planning process was a citywide effort. By hosting “pop-ups” at events throughout Tucson, the planning team was able to reach new audiences. By hosting events at the park itself, the planning team sought to build deeper relationships to the park. All events were interactive, community-driven conversations where fellow Tucsonans could discuss their visions for the park with each other. Over the year-long process, the Sasaki team reached over 650,000 people within and around the City, over 6,000 respondents to detailed surveys, and identified a first phase for implementation with support from the community.



**PHASE I : DISCOVERY**

The purpose of the first phase of engagement was to learn as much as possible about the community’s current experiences with Reid Park and their desires for its future. The process began with the Reid Park Reimagined media launch. The planning team used pop-up events, social media, E-newsletters, elected-officials, print and web media, and community partners to get the word out.

**PHASE II : VISION**

The second phase of engagement asked the community to assess three “concept alternatives”, plans for the park intended to stimulate conversation and help the community identify core trade-offs in the plan. The concept alternatives were unveiled at the Reid Park Reimagined Open House. Hundreds of community members gathered to discuss the concepts with the planning team and each other. The event was supplemented by a scavenger hunt to encourage exploration of the park.







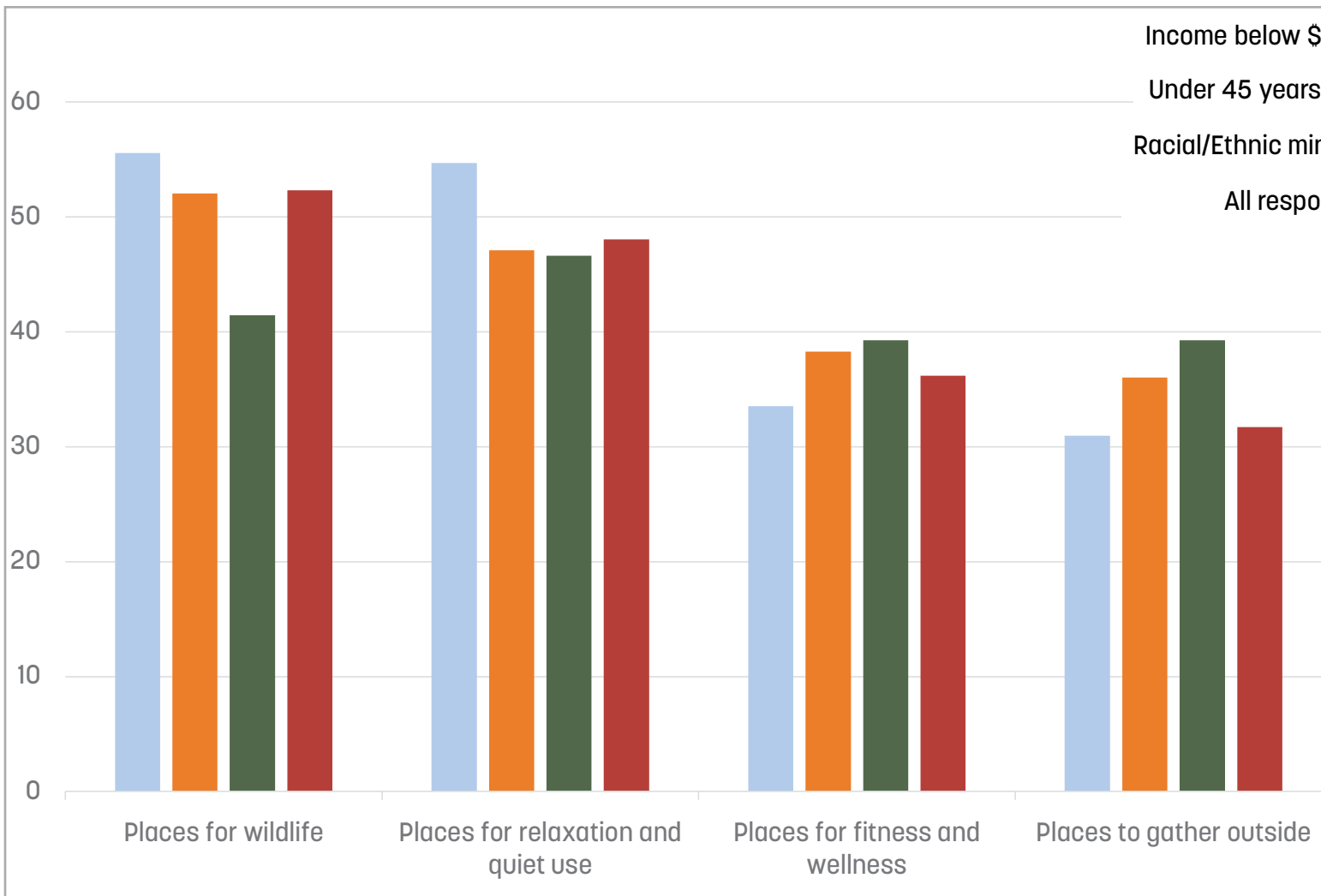
**PHASE III : ACTION**

For the final engagement window, the planning team developed and refined a synthesized plan for the park which reflected everything learned in engagement windows one and two. The community was invited to view the plan at an unveiling during FamilyFest at Reid Park. This event drew hundreds of participants who could interact with the plan on a 18-foot by 12-foot carpet or view it on a large banner. Participants asked questions and shared their thoughts with the planning team.




One of the engagement tactics used was CoMap—a proprietary software developed in-house at Sasaki that is an interactive web-based mapping platform to crowdsource experiences, issues, and priorities for the project. This easily illustrated patterns, shared concerns, opportunities and challenges of the site to the community and CoT Parks (client). Key patterns that emerged were:

- ▶ A well-loved park where park and program use was not distributed equally
- ▶ A community that prioritized naturalized areas over formal park program elements
- ▶ A community that viewed “recreation” beyond traditional fields and sport courts, and encompassed running, walking, and playing within more natural and shaded areas
- ▶ A desire to protect and expand areas for interacting with nature



We also kept an up-to-date website as an engagement tool. There was a website in both English and Spanish. The webpage for this project was hosted by the City of Tucson and Sasaki provided the content.

 [English](#) and [Spanish](#)

**Resumen del Borrador del Plan Maestro**  
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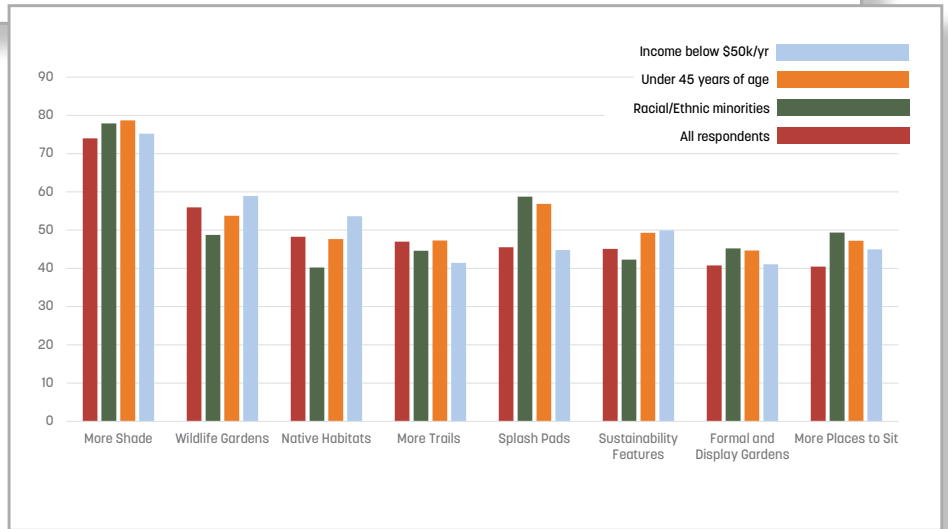
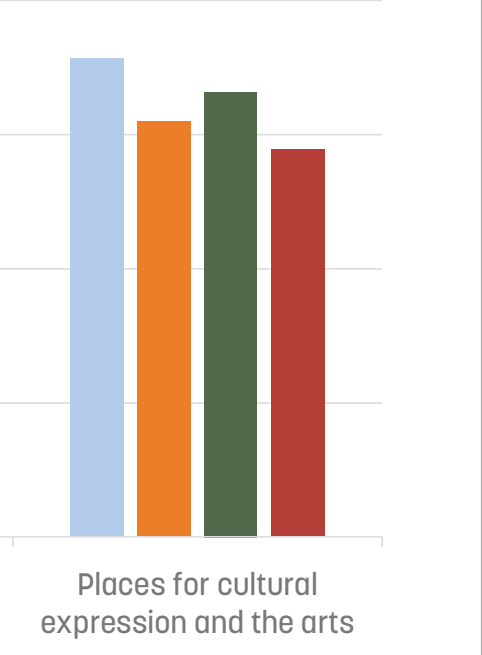
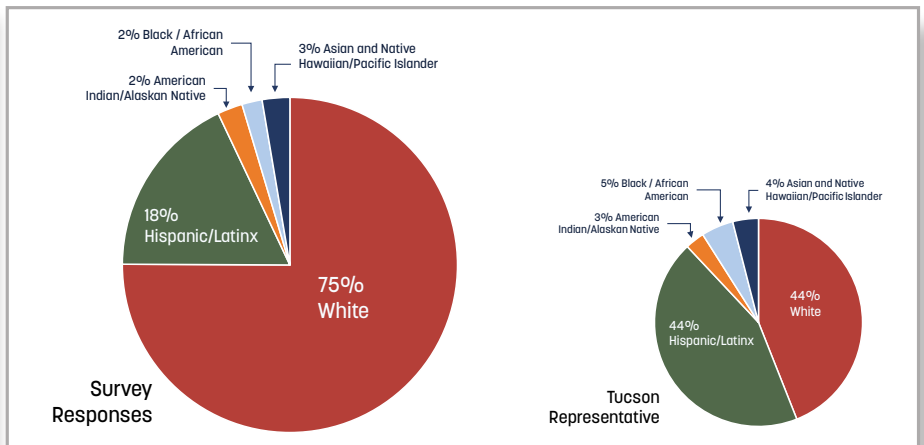
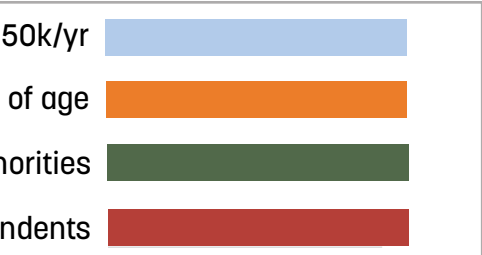
**PLAN MAESTRO DEL PARQUE GENE C. REID**

- Cerro Barruán
- La Laguna Norte y Mirador
- Arroyo y Cascadas
- Laguna Sur y Cerro de Pisos
- Jardín de Rosas
- Jardín para la vida silvestre del desierto
- Jardín de Juegos de la Naturaleza
- Calleada de Actividad
- Entrada Propuesta al Zoológico
- Plaza de Entrada y Biblioteca
- Calleada de Festivales
- Área de Juegos Central con Chaparrero
- Centro de Espectáculos al Aire Libre
- Plaza de Eventos y Canchas de Usos Múltiples
- Campus de Fútbol
- La Calleja
- Paseo Estrecho y Paradas de Pisos
- Edificio de Exposición
- Sendero del Cerro / Sendero de Aventuras
- Parque para Perros
- Área de Juego y Focos de Usos Múltiples
- Calle Plaza 20
- Plaza del arte
- Plaza de Supervivientes del Cáncer
- Sendero Multimodal Recreativo
- Arroyo Ciudad
- Plaza Compañero
- Jardines Comunitarios
- Áreas de Juego Pequeños
- Centro de Recreación Adaptivo Edith Bull
- Administración de Parques y Recreación
- Centro de Recreación Temporal
- Campo de Fútbol

El plan realza las características más queridas del Parque Reid y agrega nuevas ideas informadas por las necesidades de la comunidad de Tucson. Un circuito central proporciona un acceso peatonal claro a los principales destinos, complementado por una red de senderos especializados. El Cerro Barruán y las lagunas siguen siendo un centro de recreación natural, mejorado por un nuevo jardín de vida silvestre en el desierto y un área de juegos en la naturaleza. El Arroyo Ciudad se convierte en una característica definidora del parque, haciendo referencia a las historias orales de Sonora y ofreciendo al mismo tiempo beneficios en el control de las inundaciones y la calidad del agua. Las plazas, estratégicamente situadas, proporcionan sombra, silencio, canchales y lugares para eventos en los sectores del parque. Las áreas multifuncionales, las plazas, las áreas de juego y las canchas crean una serie de oportunidades recreativas representativas de las diversas necesidades de Tucson.

**Circulación**  
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**Estacionamiento**  
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# SASAKI

BOSTON | DENVER | NEW YORK | SHANGHAI

[sasaki.com](http://sasaki.com)

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## COVER IMAGE

Santa Monica Airport  
Santa Monica, California

